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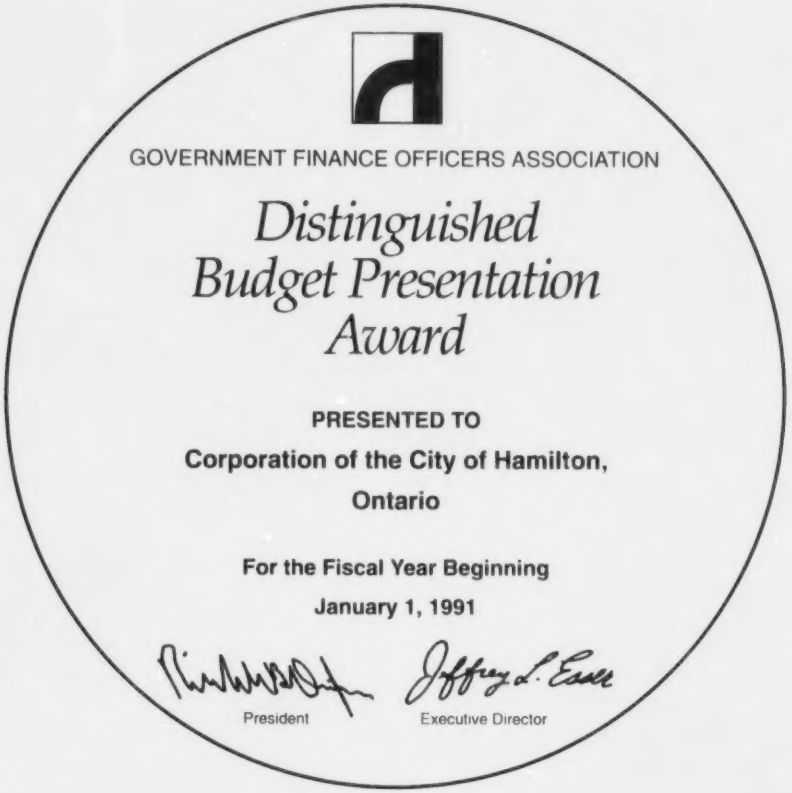
1992 BUDGETS

CITY OF HAMILTON

ONTARIO, CANADA

CELEBRATE CANADA'S 125TH



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Corporation of the City of Hamilton, Ontario

For the Fiscal Year Beginning

January 1, 1991

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to The Corporation of the City of Hamilton for its annual budget for the fiscal year beginning 1991.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF HAMILTON

92-07550/

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MEMBERS OF THE 1992 CITY COUNCIL

MAYOR

Robert M. Morrow

ALDERMEN

Ward 1	– T. Cooke – M. Kiss	**Ward 3**	– D. Drury – B. Morelli	**Ward 5**	– D. Agostino – F. Eisenberger	**Ward 7**	– H. Merling – T. Anderson
Ward 2	– V. J. Agro – W. M. McCullough	**Ward 4**	– G. Copps – D. Wilson	**Ward 6**	– T. Jackson – B. Charters	**Ward 8**	– D. Ross – F. D'Amico

OFFICERS OF THE TREASURY

A. C. Ross, CMA
Treasurer

FINANCE DIVISION

I. R. Hammel, A.M.C.T.
Manager of Accounting

N. R. Adhya, B. Comm., CMA
Manager of Budgets

T. W. Daw, CMA
Manager of Revenues

OTHER DIVISIONS

T. M. Bradley, C.M.M.1
Manager of Purchasing

G. Dibacco
Supervisor of City Garage

AUDITOR
MacGillivray Partners
Chartered Accountants

BANKER
Canadian Imperial Bank
of Commerce

STANDING COMMITTEES OF COUNCIL

CITY OF HAMILTON

MAYOR
CITY COUNCIL

Planning And Development Committee
- Building Department
- Public Works Department *–Community Renewal*
- Planning –By Region

Transport And Environment Committee
- Traffic Department
- Public Works Department *–Streets And Sanitation –Fleet Services*
- Local Roads –By Region
- Traffic –By Region

Parks And Recreation Committee
- Culture And Recreation Department
- Public Works Department *–Parks –Cemeteries*

Finance & Administration Committee
- City Clerks Department
- Treasury Department *– Finance – Purchasing – City Garage*
- Information Systems
- Law Department
- Fire Department
- Human Resources Department
- Property Department *–Building Operations and Maintenance –Real Estate –Architects –Central Utilities Plant*
- Local Boards *–Hamilton Public Library –Parking Authority –H.E.C.F.I.*

Hamilton–Scourge Project Committee
- Management Team

Chief Administrative Officer
- Municipal Non–Profit (Hamilton) Housing Corporation

ADMINISTRATIVE STRUCTURE

CHIEF ADMINISTRATIVE OFFICE

J. G. Pavelka, P. Eng.

DEPARTMENTS

Building
L. King, P. Eng.

Clerk
J. J. Schatz, A.M.C.T.

Culture and Recreation
R. C. Sugden, R.D.M.R.

Property
D. W. Vyce, AACI

Fire
G. C. Baker

Human Resources
J. Johnston

Information Systems
J. G. Hindson, P. Eng.

Public Works
D. J. Lobo, B.Sc., C.E.T.

Law Department
P. Noe Johnson, B.A., M.A., LL.B.

Traffic
M. F. Main, P. Eng.

Treasury
A. C. Ross, CMA

LOCAL BOARDS

Hamilton Public Library
. McAnanama, B.A., B.L.S., M.B.A.

Parking Authority for the City of Hamilton
P. G. Baker, H.B.A.

Hamilton Entertainment and Convention Facilities, Inc.
G. Macaluso, B.A.

EDUCATION

The Hamilton Board of Education
K. A. Rielly, B.A., B. Ed., M.Sc.(Ed.)

The Hamilton–Wentworth Roman Catholic Separate School Board
J. P. Ponikvar, B.A., B. Ed., M. Ed.

MESSAGE FROM THE MAYOR

To all Citizens of HAMILTON:

May I offer to you the City of Hamilton's 1992 Current and Capital Budgets. The format builds on last year's budget book which won the ***1991 Government Finance Officers Association Distinguished Budget Presentation Award*** (front cover overleaf). This presentation provides an excellent forum to communicate to you the various City programs which are planned for 1992 and future years.

In spite of the continuing difficult economic environment which has been experienced not only locally but across the nation, Hamilton remains as the strong heart of the Regional Municipality of Hamilton-Wentworth. Our expanding cultural community and the continued shift in the employment base to become more diversified and vibrant ensures Hamilton keeps moving ahead.

Again this year, both the Current and Capital Budgets were prepared with a strong understanding that they should have a minimal tax impact on the local taxpayer. This was not an easy task, requiring difficult decisions by Management Team and City Council concerning the level of programs and the allocation of resources. After much debate at both the staff and political levels the budgets were approved. The resultant tax rate increase for the City's component of the tax bill was a reasonable 3.94%. The overall tax increase for 1992 is 4.28% after providing for tax increases related to the Boards of Education and Hamilton-Wentworth Regional operations.

During the budget process, City Council and to a greater extent Management Team continued with last year's commitment of "rightsizing" the civic structure. Through this commitment civic programs and services are being streamlined to become more efficient, without significant reduction in those services.

Sometimes those things in your own backyard are not fully appreciated. I would like to encourage you to experience the backyard of this City and enjoy such programs as:

- the ongoing development of the multi-million dollar waterfront park
- the rejuvenation of Sam Lawrence Park which overlooks our fair City
- the nurturing of over 70,000 City trees and 160 established parks - an environmental plus
- the opening of a new Seniors' Centre at Sackville Hill Park which will be the largest Seniors' Centre in the province and complements the existing numerous recreational and cultural facilities
- the successful early medical tiered response program which provides early medical support from fire, ambulance and hospital personnel to stabilize the injured
- our entertainment and convention facilities under the H.E.C.F.I. (Hamilton Entertainment and Convention Facilities Inc.) Board management providing headline entertainment and developing our convention market

MESSAGE FROM THE MAYOR

The strength of our City is not only measured by the programs and services offered by the City, but also by its financial position. In this respect, the AAA credit rating given our City and Region has been reaffirmed.

In recognition of Canada's 125th anniversary, I would like to encourage you to celebrate our great country in what ever forum you feel is appropriate. This is a wonderful country and, as with our city, please explore Canada.

Finally, I would like to take this opportunity to express my appreciation to City Council and its leadership for making difficult policy and program decisions in order to finalize the Current and Capital Budgets within reasonable increases and effecting the third successive "bare-bones" annual civic budget. This was only possible because of the excellent co-operation of and extensive budget preparation by the Interim Chief Administrative Officer, Acting City Treasurer and Management Team.

Sincerely,

Bob Morrow

Mayor Robert M. Morrow

June 1992

THIS IS HAMILTON

History of Hamilton

The ***history of Hamilton*** is one of Loyalist settlers engaged in agriculture, commerce, and heavy industry centering around a strategic position at the western tip of Lake Ontario.

In the summer of 1669, Rene Robert Cavelier, Sieur de La Salle, discovered Burlington Bay. Settlement of this area did not really commence, however, until more than one hundred years later. Members of the United Empire Loyalists have been cited as the first settlers who migrated north to this new, untouched, frontier.

On June 18, 1812, the United States declared war on these British Loyalists in an attempt to claim Upper Canada and beyond, as part of the U.S.A. After the Treaty of Ghent was signed, marking the end of the war, migration to Canada increased. Captain George Hamilton was among this flock of new settlers and after a mere two years, he converted a scattered collection of homes into a town bearing his name.

The turning point for the Town of Hamilton occurred when the Burlington Bay Canal, completed in 1825, connected Hamilton with Lake Ontario making Hamilton an excellent centre for receiving goods and distributing them through the hinterland area. Wheat and other agricultural products from the surrounding environs were purchased here by merchants and transported by boat through the harbour, while manufactured goods were imported for sale to the agriculturalists. In anticipation of increased business, merchants, professionals and industrialists from near and far either relocated or expanded into Hamilton. This influx of trade and commerce aided the town to establish itself as a port in Southern Ontario which is now the focus of Hamilton's economy.

Settlement continued rapidly into the 19th Century with the acceleration of wheat exports and other business, and by 1846, the town had become a city with a population of 6,832. In January 1847, the first election was held under the provision of the new City charter and Hamilton's first Mayor, Colin C. Ferrie, was appointed. In 1854, the Great Western railway completed the first railroad line constructed through the core of the downtown section. Hence, goods could conveniently be transported via rail, road or water. This marked the beginning of an era for Hamilton; as it was no longer considered a small port, but rather a city possessing wealth in numbers and also in a variety of forms of transportation.

Manufacturing felt its first expansive boost in 1878 with the imposition of the National Policy. No longer could cheap manufactured goods flow freely across the border from the United States. Instead, some American firms moved into Canada to maintain their markets, while the foundries and mills in operation before 1878 expanded to handle the increased demand for their goods caused by the reduction of competition. The Hamilton area was favoured because of its central location with respect to sources of raw materials and consumer markets. By 1899, cheap electric power and the fine transportation system by boat, rail and radial lines were also factors in the continued growth of industry in the area.

Hamilton Today

The population of Hamilton has grown to over 314,000 and takes up over 38,000 acres of land above and below the Niagara escarpment. The land below the escarpment bordering on Lake Ontario holds much of the industry, commerce and highrise offices, residential buildings, along with the older residential structures. The area above the escarpment, commonly referred to as "the

Hamilton Today - Continued

mountain", has served to accommodate residential expansion. For the mountain residential area of 4,258.9 hectares and over one-third of the City's population and growing, there are recreation complexes, hospitals, library facilities and community and shopping centres.

The focus on industry in Hamilton traditionally has been steel. The two major employers in the Hamilton area are Dofasco (Dominion Foundries and Steel) and Stelco (The Steel Company of Canada) which employ 11,300 and 7,500 individuals respectively. Founded in 1910, Stelco has a coverage of approximately 1,000 acres and annual raw steel capacity, at the Hamilton location, of six million tons. Dofasco, which has been established since 1912, has now become the largest steel manufacturer in Canada after a recent acquisition. Both companies have established continuous cast operations. Dofasco production includes consumer durables and construction materials, whereas Stelco has a reputation as being more diverse in its industrial output. Together these steel producers account for over 60% of the nation's steel. Both companies are leaders in technology and research and have had a tremendous impact on Hamilton directly and indirectly for almost eighty years. This steel economic dependence has declined in recent years due to progressive diversification into other sectors including health. Summarized below is a list of the largest employers (greater than 1,000 employees) operating in Hamilton:

NUMBER		*APPROXIMATE NUMBER OF EMPLOYEES*
1.	Dofasco Inc.	10,000
2.	Stelco Inc.	8,382
3.	Hamilton Board of Education (1991)	6,785
4.	Chedoke-McMaster Hospitals	4,500
5.	Hamilton Civic Hospitals	4,300
6.	Regional Municipality of Hamilton-Wentworth	4,100
7.	McMaster University	3,792
8.	St. Joseph's Hospital	2,800
9.	Hamilton-Wentworth Separate School Board	2,900
10.	City of Hamilton	2,340
11.	Westinghouse Canada - Electrical and Mechanical	1,168
12.	Mohawk College	1,106
13.	Bell Canada	1,281
14.	Canadian Imperial Bank of Commerce	1,000

Renewal of Hamilton's Downtown Centre

As previously stated, Hamilton's economy has been shifting from that of primarily an industrial and manufacturing city to one that is more service oriented. This increase in the service sector has been helped by the rapid transformation of the downtown core by an urban renewal project which was initiated in 1967, Canada's centennial year. Between 1972 and 1989 more than $300 million has been invested in this urban redevelopment. This investment has provided for the construction of Lloyd D. Jackson Square, an ultra-modern shopping centre of 230 stores with adjacent office towers, the well-known Hamilton Place Theatre Auditorium and the Hamilton Art Gallery. The new homes of the Central Library and Hamilton Market, in the Square, were completed and opened in 1980, while 1981 witnessed the additions to the development of the Hamilton Convention Centre/Provincial Office Tower to complement the other specialized service facilities completed during this redevelopment.

The Hamilton Convention Centre, complete with total exhibit space of 40,000 square feet, a banquet hall with seating and facilities to serve 1,900 patrons, and 13 meeting rooms of various sizes, opened in June 1981. This facility was built at a cost of $16.7 million with the Province of Ontario contributing $5.1 million toward the cost. In addition, the Province has constructed a 14 storey office building above the Convention Centre to provide office space for the various Provincial Ministries and as an interim measure office space for the Regional Municipality of Hamilton-Wentworth administration departments.

The Standard Life Centre, Phase IV of Lloyd D. Jackson Square, provides an additional 400,000 square feet of office space and approximately 100,000 square feet of retail commercial area. In addition, the Victor K. Copps Trade Centre/Arena facility and the Sheraton Hamilton Hotel, were both completed in 1985.

The Victor K. Copps Trade Centre/Arena facility (Copps Coliseum), at an estimated cost of $41.3 million, contains over 18,000 arena seats and has 60,000 square feet of exhibition space which can be increased to over 87,000 square feet with the inclusion of the ice surface. The Federal Government contributed $4 million and the Province of Ontario contributed the same amount by stages. Connected to the Sheraton Hamilton Hotel complex and Lloyd D. Jackson Square, it increases the amount of retail space in the development by 33,000 square feet. The Trade Centre/Arena has state-of-the-art facilities for sporting events, major convention sessions, concerts, exhibitions and trade shows. In 1991, Copps Coliseum hosted four games of the Canada Cup. An agreement was reached with an international promoter to book major concert attractions such as Neil Young & Crazy Horse, Cinderella, Julio Iglesias, ZZ Top, Rush, Michael Bolton, and others which were successful in 1991. There's more, in the spring of 1991, Copps Coliseum successfully hosted the 1991 Labatt's Brier Curling Championship. The entire downtown area benefits from the increased exposure brought upon by the Trade Centre/Arena which is now home to a Professional basketball franchise, the Hamilton Skyhawks, of the World Basketball League, and in September,1992 the Hamilton Canucks of the American Hockey League will commence play. Copps Coliseum has consistently proven to be one of the most successful facilities of its kind in North America. In September,1991 Hamilton Place played host to the '91 Canadian Country Music Awards. The Hamilton Entertainment and Convention Facilities, Inc. which manages and operates the Convention Centre, Hamilton Place and Copps Coliseum provided activities for 924 thousand participants in 1991.

Renewal of Hamilton's Downtown Centre

The Sheraton Hamilton Hotel, with 305 rooms and 18 floors, is a welcome addition to the Lloyd D. Jackson Square development. It has 4 lounges/restaurants, banquet facilities for 500 and 25,000 square feet of retail space. Well situated in the development,it is connected to Lloyd D. Jackson Square, Standard Life Centre, Victor K. Copps Trade Centre/Arena and by an overhead covered pedestrian walkway to the Hamilton Convention Centre. The recently renovated Royal Connaught Hotel with 207 rooms and the redecorated Holiday Inn with 219 rooms all located within a 5 minute walking distance of the above facilities, assist with the accommodation of various special events. These facilities have largely enhanced the attractiveness of Hamilton for major conventions and conferences, which in 1991 totalled 196 conventions, 78,000 delegates and 293,000 spectators.

The Downtown Action Plan evolved in the expectation of renewing the current downtown core. The Public Works Department is working with the Business Improvement Area (B.I.A.) to improve the appearance and accessibility of the downtown area. A closure to motorists of the south branch of King Street has been completed in order to establish a transit/pedestrian mall available only to buses during restricted hours. Sidewalks have been widened and their surface changed from concrete to interlocking bricks. Even the street lights have been upgraded to an attractive wrought iron design.

The redeveloped Gore Park provides a victorian garden, an amphitheatre, and in the area near the cenotaph, both grassed and hard surface areas. Extensive use of greenery has been made, particularly with the planting of over two hundred trees. The area north of Gore Park has been expanded to include the entire Central Business District, providing new sidewalk, lighting, trees, benches, bicycle racks and waste receptacles.

The Facade Improvement Programme commenced in 1986, providing low interest loans to owners of commercial properties located in approved business improvement areas. This will be a continuous program that will rehabilitate building exteriors as well as improve business facades, including store fronts and signage.

In other recent developments, the Canadian Imperial Bank of Commerce completed the first of their twin banking and office complexes in 1987, on the site of their former bank building in the heart of the City's downtown core. Construction was completed on the second and final C.I.B.C. $33 million office tower early in 1991. In addition, in conjunction with the major expansion of the Eaton's department store next to the Lloyd D. Jackson Square complex, a $7.2 million Parkade was completed in late 1987 to accommodate present and future parking needs in the downtown area. Another pedestrian walkway has been completed linking this Parkade with the new 120 shop Eaton's Centre mall adjacent to their $100 million store. Future development includes permanent Regional offices and a new Royal Bank complex.

Hamilton and Scourge

Hamilton and Scourge are two armed merchant schooners from the War of 1812 on Lake Ontario, remarkably preserved in the depths of Lake Ontario for the past 180 years. The City of Hamilton obtained title to these vessels in 1980; an international museum is planned.

In 1990, the ***Jason*** Foundation for Education made the ***Hamilton-Scourge*** Project the focus of its educational efforts; in April and

Hamilton and Scourge

May 250,000 schoolchildren in fourteen museums across North America watched the live action via satellite on closed circuit television, while ***Jason***, a remote operated vehicle, and its world-class crew completed scaled photography of ***Hamilton and Scourge***. The value of this in-kind donation -- including ship-to-shore and personnel donations from Canada Centre for Inland Waters -- is estimated at $9.5 million; the City supplied accommodations and a barge platform.

Waterfront Parks Development

Hamilton's Waterfront Development project involves the redevelopment of over 40 acres of city owned property in the west end of Hamilton Harbour into an exciting new recreational amenity for the residents of Hamilton-Wentworth and our tourists.

The development is intended to not only increase the level of accessibility and usefulness of a waterfront area that is now quite limited in its activity and image but also to stimulate economic growth through accessory commercial and residential uses.

A $7.5 million grant has been received from the Ministry of the Environment for remediation of the former Lax property, along with additional funding of $1.9 million from the City, which should allow completion of the project in 1992.

The City has been developing a component of the overall park, Pier 4 Park, with the Ministry of Tourism & Recreation providing a $1.1 million grant as well as sizable donations from the public sector. The project is progressing with re-opening scheduled for June,1993.

Transportation in Hamilton

Hamilton's transportation needs are well served by road, rail, water and air.

Over 100 million people live within a radius of 500 miles of Hamilton, and the City acts as the major distribution centre to the entire Niagara Peninsula. As such, the City is the hub of a series of nine Provincial highway which include two, four-lane, controlled access roads. These highways are used by a large number of transport companies to move goods to and from Hamilton and other centres in Ontario and in the States of New York, Pennsylvania and Michigan. The City is served by the Canadian National Railway, the Canadian Pacific Railway, and the Toronto, Hamilton and Buffalo Railway which links the C.P.R. to the Penn Central System in the United States.

The port of Hamilton which can accommodate the largest ocean going vessels that transit the seaway has 10 shipping piers occupying 350 acres and 11,350 metres of modern dock facilities. Full tug, workboat, and roll-on, roll-off terminal capabilities are available and help the port clear over eleven million metric cargo tonnes per year in and out of port. The Hamilton Harbour Commissioners marine dockyard offers a variety of facilities to the recreational boating community and takes pleasure in being able to serve it.

In order to facilitate the increase in trade and commerce in Hamilton, two major transportation facilities have been completed, namely the twinning of the Skyway Bridge and the Airport expansion. The Q.E.W. Skyway Bridge twinning further increased the accessibility between Hamilton-Wentworth industries and their markets. The Hamilton Civic Airport's recent $48 million expansion

Transportation in Hamilton

included construction of an 8,000 foot east-west runway, expansion of current apron and taxiways as well as tripling the present terminal size. The benefit of such enlargement is to improve the access to national and international business communities for Hamilton businessmen.

Future transportation improvements include a new regional highway and the proposed extension of the full rapid transit service from Oakville to Hamilton. In June 1990, ground breaking ceremonies took place on the Red Hill Creek Expressway East-West Corridor, while the North-South Corridor is currently on hold while the Provincial Government looks for alternative routes away from the environmentally-sensitive Red Hill Creek valley. Eventually it which will link the Q.E.W. highway in the east end of the City to the other major highway, #403 on the west mountain. In using the rapid transit or the A.L.R.T. system, Hamilton hopes to upgrade the inter-regional transit services to the neighbouring Toronto area, as well as increase the accessibility to existing and planned business in the downtown core.

Arts, Festivals, Cultural and Educational Facilities

Hamilton's natural setting is enhanced by the presence of the Royal Botanical Gardens. It has taken a prominent role as an institution on this continent and representing one of only five such gardens in the world. The physical aspect which visitors so appreciate, the garden and natural areas, are all part of this scientific and educational resource centre. It stands as something of a hybrid between an experimental station, a museum, and a university combined with the informal recreational aspects of a fine park system.

Hamilton has festivals. Five of its largest festivals are "Your Festival", "Earthsong", "Festival of Friends", "Cari-Can", and "Winterfest". As part of the celebration of the Hamilton Harbour, Aquafest involves various water activities including the berthing of the "Empire Sandy", Canada's largest tallship.

In the area of culture, the Hamilton Art Gallery is the third largest art gallery in Ontario; Hamilton Place which is a world renowned theatre-auditorium; the Hamilton Philharmonic Orchestra with a core of 32 resident musicians; and the Hamilton Public Library with over 810,000 books, 46,983 records,cassettes, and CD's, and 4,700 films and videos. There are 5 civic museums, the most noteworthy being Dundurn Castle, the historic home of Sir Allan Napier MacNab who was among other roles a Prime Minister of Upper Canada. Enhancing the diverse arts/cultural fibre of the City are the 5 theatre companies and Opera Hamilton which plays to Hamilton Place audiences with 3 annual performances. One of the theatre companies, Theatre Aquarius, completed their new theatre complex which opened in September 1991, with 170 performances completed to date. The theatre complex land, located in the downtown core, was donated by the City of Hamilton, indicative of the commitment to the Arts by the City.

The century old McMaster University accommodates almost 18,000 full-time and part-time students. The university employs 1,000 faculty members and 2,700 support staff. McMaster has one of the world's first university campus nuclear research reactors and three libraries with a combined total of 1.5 million volumes. McMaster has an international reputation in the area of health sciences for the innovative programs the school of medicine offers. In addition to the six facilities (Business, Engineering, Health Services, Humanities, Sciences, and Social Services), the University's research centre is recognized for its contribution to medical science.

Arts, Festivals, Cultural and Educational Facilities

Mohawk College of Applied Arts & Technology is a diploma/ certificate granting institution. With over 15,000 students enrolled in full-time courses and over 64,100 in part-time courses, it offers 60 post secondary, 30 retraining and 23 apprenticeship programs. Courses included a variety of vocational instruction in industry, commerce, and languages.

The Hamilton-Wentworth Economic Development is responsible for promoting the City of Hamilton in Canada, the U.S.A., and overseas. As indicated above, there is much to promote in this busy metropolitan centre. The changes and improvements made in the City's structure from its agricultural and commercial beginnings make it a dynamic city in which to be involved, now and in the future.

CITY OF HAMILTON

1992

CURRENT

BUDGET

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

Introduction

I am pleased to introduce the City of Hamilton's 1992 Current Budget and 1992-2001 Capital Budget representing the revenues and expenditures of the City's current and long-term operations which reflect the needs and desires of a diverse urban population. My report to you, the taxpayer, focuses on the policies and processes employed by staff and politicians during the budget deliberations.

The City of Hamilton, largest of the six area municipalities within the Regional Municipality of Hamilton-Wentworth, is responsible for services and programs related to fire protection, local roads, traffic control, building inspection, public works, recreation and community services, property maintenance, along with various administrative functions. In addition, the Hamilton Public Library, the Hamilton Entertainment and Convention Facilities Inc. (which operates Hamilton Place, Hamilton Convention Centre and Copps Coliseum) and the Hamilton Parking Authority, each representing an independent Local Board, are part of the general responsibility of the City.

The City's unique features of an upper and lower city divided by an escarpment ranging from 60 to 90 metres in height, the deep water harbour, and the varied industrial, commercial and residential mix within the City, present a constant challenge to Council and to budget planners for determining the type of programs/services to be offered and prioritized. In other words the challenge is to provide the right mix of programs/services to address the diversified needs of the community of Hamilton without incurring an excessive tax burden to pay for this mix.

City Council approached this challenge head on by authorizing Management Team to undertake detailed analyses of existing programs and services for efficiencies and cost effectiveness. To undertake these analyses, Management Team employed various processes and policies for each of the Current and Capital Budgets which are outlined below.

Capital Budget - The Process and Policy

Once again the process of the prior year's Capital Budget formed the basis of the initial 1992 -1996 Capital Budget process. The process started in September, 1991 when the Departments and Local Boards were asked to prepare their capital submissions and supporting material. These submissions were then processed by Treasury staff and compiled in terms of financing, project start date and time frame for completion. In a consultative fashion these projects were forwarded to the appropriate standing committees for approval.

As part of the review of the projects, a decision was made to change the presentation format to a ten year cycle rather than the traditional five year budget. Most proposed projects could be accommodated within this time frame.

Final approval of the capital budget was delayed to explore financing and policy alternatives within the Current Budget. The policies concerning the 6 Mill Capital Levy and financing terms were altered, as explained below, recognizing the critical linkage this year between the Current and Capital Budgets.

Final Capital Budget approval from City Council was received on March 27,1992.

Additional information concerning the Capital Budget Policies and Flow Chart is found on pages 99 and 101 respectively.

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

Current Budget - The Process and Policy

The process for the 1992 Current Budget was initiated similar to prior years' with the exception of timing. Due in part to the municipal election, and a technical problem in forecasting the impact on the departmental budgets of the Pay Equity/Job Evaluation program which became operational in 1992, the start-up of the budget was delayed until November, 1991.

The Call Letter issued in November to all Departments and Local Boards identified that the 1992 Budgets were to be prepared on the basis of a Maintenance Budget once again. A Maintenance Budget expresses the 1991 City programs and services in 1992 dollars, with no provision for new programs or services.

A Pre-Budget Forecast presented to the Committee of the Whole in December indicated a projected 8.9% Mill Rate increase for the 1992 Maintenance Budget. This forecast suggested that to achieve a zero-tax increase would require the elimination of services and programs totalling $9.5 million or between 100 to 200 permanent staff reductions.

The Current Budget Management Team Sub-committee was created again this year to monitor the current budget and make recommendations concerning policy and guidelines to Management Team. Throughout January and February, this sub-committee oversaw the progress of the budget. During this time the Departments and Local Boards reviewed and refined their respective budgets to ensure the budgets properly reflected the effects of the Pay Equity/Job Evaluation and the 1991 Rightsizing programs. (The 1991 Rightsizing program was a commitment made during the approval of the 1991 Current Budget to reduce the City staff complement by 50 full-time-equivalents and two million dollars.) The next step was for the departments to develop departmental service/program packages which would be prioritized on a corporate basis. These packages were to be presented in two steps: 1) those programs/services which if not funded would bring the departmental budget to a 3% increase over their 1991 funding levels; 2) additional packages which would result in a zero percent increase in funding. Unlike prior years these packages would involve service level cuts and thereby staff reductions.

In addition to the departmental packages, Management Team brainstormed to develop corporate packages for services or programs which involve more than one department. For example, corporate packages which were to be prioritized with the departmental packages covered topics such as reduced hours of operation and adjusting the policy on vacancies. Collectively these packages had to be creative to address a new way in which the City provided services. This would recognize the experiences in the private sector during these economic times and ultimately assist in reducing the budget and associated tax increase.

On February 25, the Committee of the Whole was updated as to the status of the current budget which at that time reflected an 8.88% tax rate increase. In spite of the December forecast, the detailed maintenance budget requests for 1992 translated into a 11.09% tax increase. The 8.8% level was achieved through the review and direction of Management Team in terms of cost-savings, revenue enhancements and departmental staffing organizational changes, most notably within the Fire Department. Management Team reiterated that to achieve a zero increase would involve service and staff cuts, but committed to presenting to the Committee of the Whole in March, the service/program packages necessary to achieve a zero tax rate increase.

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

Current and Capital Budgets Linked

Traditionally the Capital Budget impacts on the Current Budget directly through the Capital Levy, the annual debt charges (for prior years debt issued to cover earlier capital projects) and also through ongoing operational costs (staff, operating supplies and maintenance costs) which evolve from the capital projects. The 1992 Current Budget was affected by these impacts including two new buildings which were scheduled to be open in 1992. One was a new traffic operations building which was replacing an existing aged centre and would have little impact on the current expenditures. The other building, the Sackville Seniors Recreation Centre, operationally was translating into an increase of $400,000 in expenditures.

Given the difficult position of the Current Budget, Management Team looked at how the Capital Budget could affect the Current Budget through reducing the Capital Levy and extending the term of debenture repayment. Management Team recommended to reduce the 6 Mill Capital Levy to 4 Mills. This was possible by reducing some capital project costs (recognizing that the competition in the current economy facilitates reduced costs) and delaying other projects start date beyond 1992, although the projects are still within the ten year capital plan.

Committee of the Whole - March 27, 1992

After considerable deliberation, Management Team finalized the presentation to the Committee of the Whole which included 88 funded and prioritized corporate and departmental packages. This presentation indicated a 5.45% tax increase would be required in order to fund the budget as presented. However, following the hearing of several public delegations on specific issues, the careful review and decision on funding of each individual reduction package, and a final $111,000 cut to be found by staff in 1992, the funding line was finally drawn at a 3.94% tax rate increase. The funding status on each package is found on pages 143-147.

Co-incidental with the approval of the Current Expenditures and Revenues at a balanced amount of $164,066,710, the Committee of the Whole approved several other Management Team recommendations which are summarized following this report. These recommendations dealt with staffing and operational changes resulting from the service/program reductions and also clarifying and strengthening the budget process and financial control.

Conclusion

Throughout these Current and Capital budget processes, Management Team and certainly City Council were aware of the need to ensure that any tax increase be limited given the present economic situation. The Capital Budget evolved with the goals of implementing programs which would help stimulate the local economy. I believe that in both cases, the Capital and Current Budgets are plans that will serve the people of Hamilton well in maintaining the high service standards that this City provides at a reasonable cost to the community.

REPORT OF THE CHIEF ADMINISTRATIVE OFFICER

I want to convey my sincere thanks to Management Team members and their staff, and the Acting Treasurer and his staff, for their efforts, advice and dedication in compiling the documentation and going through the difficult budget processes. I acknowledge the efforts and dedication of Council members in addressing difficult service/program decisions, which ensured as little service level reduction as possible, and express my appreciation to Council for their leadership and guidance to the Management Team in managing prudently the City's resources.

Respectfully submitted

Joe Pavelka

Joe Pavelka, P.Eng.
Chief Administrative Officer

1992 CURRENT BUDGET POLICY AND GUIDELINES

Date	Policy/Guidelines	Change/Implication
1990	Procedural by-law revised to provide for a process to finance unbudgeted expenditures.	SIGNIFICANT POLICY CHANGE – ensures that unbudgeted expenditures have a recommended source of funding approved by City Council prior to any incurred expenses.
1990	Revisions to Expenditure Control Policy to establish controls on a Departmental bottom line basis along with increased authorization limits for Department Heads, the C.A.O., and Committees.	SIGNIFICANT POLICY CHANGE – reduced control restrictions from an account to a Departmental basis; greater flexibility and accountability to senior staff.
1991	1991 City Council approves of the creation of the "Tax Stabilization Reserve" to reduce the impact of future tax rate fluctuations.	SIGNIFICANT POLICY CHANGE – recognize need to stabilize tax increases over the long term.
November 1,1991	Staff directed to prepare the 1992 Budget Estimates on a maintenance budget basis, that is, the same level of service but in 1992 dollars; no new staff or programs.	Stated objective for establishing 1992 budget. – Department Heads must trade-off existing services if new staff or programs are to be included.
	All packages relative to the 1992 Budget Estimates to be considered by the Committee of the Whole.	SIGNIFICANT PROCESS CHANGE – changed in 1991 – no Budget review by Standing Committee.
February 25,1992	Management Team commits to bring in service reduction packages to reduce the tax rate increase to within the range of 0% and 3%.	SIGNIFICANT PROCESS CHANGE – Management Team authorized to recommend budget level and consider staff level changes.
March 27,1992	City Council approves 3.94% tax rate increase.	Tax rate increase approved by Council is below the Consumer Price Index 12-month average of 4.43% as of March 30, 1992.

July, 1992

REPORT OF THE TREASURER

Introduction

It is with pleasure that I present the 1992 Current Revenues and Expenditures for the Corporation of the City of Hamilton including the Library Board, the Parking Authority and the Hamilton Entertainment and Convention Facilities Inc. (H.E.C.F.I.). The net total municipal budget in the amount of $164,066,710 was approved by the Committee of the Whole and subsequent City Council meeting on Friday, March 27, 1992. Upon receipt of the Boards of Education and the Regional Municipality of Hamilton-Wentworth current budgets and tax requirements, the tax (mill) rates were approved under Section 10 of the Eleventh Report of the Finance & Administration Committee adopted by Council April 28, 1992.

I am also presenting the City's Ten Year 1992-2001 Capital Budget Program which was also approved by City Council on Friday March 27, 1992. The approved Capital Budget provides for projects at an estimated gross cost of $400,535,000 over this ten year period. This presentation of a ten year capital program is a first for the City, expanding upon the previous five year format.

The 1991 Current Budget "fine-tuned" and "rightsized" city expenditures leaving little room for future refinements. However, in 1992 the pressures of rising expenditure costs compounded by nominal revenue increases created a difficult challenge in finalizing both Current and Capital budgets. The challenge was to keep the tax rate down to reflect the effects of a continuing economic downturn while ensuring minimum reductions to service levels. With a previously determined 5% increase in the salary base along with increases for Pay Equity/Job Evaluation adjustments and employee benefit increases, there was notable upward pressure for expenditure increases beyond nominal amounts. Another dimension was a decline of revenues in excess of half a million dollars when compared to 1991 total revenues.

Council had to address all of these factors and create workable budgets which would be acceptable to the taxpayers of Hamilton.

To achieve a low tax increase, Management Team looked to direction from City Council, existing policies and guidelines, and a better understanding of the relationship between the Current and Capital budgets. Another consideration was the approved strategic plan ***"Hamilton 1991: Future Strategic Directions"*** which outlined the following Mission Statement to: "provide progressive leadership in community development; promote diversified economic growth; encourage broad-based participation in civic activities; and facilitate a high quality of life for residents". The combination of all of the above noted (re)sources was necessary to meet the challenge of approving responsible Current and Capital Budgets while allowing only a nominal tax rate increase for 1992.

Direction of Council

On December 10, 1991, the Committee of the Whole received a presentation on the Pre-Budget Forecasts of both the Current and Capital budgets. The purpose of the presentation was to communicate to Council the anticipated difficulties for both budgets. The Capital Budget submissions exceeded existing financial policies and guidelines within the traditional five year program. The Current Maintenance Budget forecast (based on early submissions) suggested an 8.9% tax rate increase. At the meeting, there was considerable discussion of a "no increase" budget for 1992. This would translate into an elimination of 9.5 million dollars of services and programs and the related 100 - 200 permanent staff. The presentation concluded with the proposal that a 3% tax increase was the goal for the Management Team to attain. This would later be refined during the budget process.

REPORT OF THE TREASURER

Budget Process

The 1992 Current Budget process started a little later this year compared to prior years. One reason for the delay was due to a technical problem of adjusting staffing reports to reflect the impact of the City's Pay Equity/Job Evaluation plan. This plan was in part (Pay Equity) recognizing the required Provincial legislation that was to address the pay level equity within job classes between male and female dominated jobs. The staffing reports had to be manually adjusted to reflect additional compensation levels in accordance with the agreed to plan.

A secondary reason for the budget start delay was recognizing that this was an election year and the budget process from the political perspective would be delayed until the new Council was established.

The Call Letter was issued to the Departments and Local Boards on November 1, 1991 requesting them to prepare their 1992 Maintenance Budgets with no provision (at least at this point) for new or expanded programs or staff. The Call Letter document is used to request the departmental submissions concerning their 1992 operations and outlines any relevant guidelines and policies which would assist the departments in the preparation of the budgets. The initial submissions from the departments were required to be submitted by early December. This information formed the basis of the Committee of the Whole presentation on December 10, 1991 as referred to earlier in this report.

Management Team performed an integral role throughout the budget process. A sub-committee of the Management team was created to spearhead the process for the 1992 budget. (This format was successful during the 1991 budget process.) The Current Budget Management Team Sub-committee monitored the overall development of the budgets, which included: the establishment of guidelines and a review of existing policies; a review and prioritization of all Service/Program packages; developing final budget recommendations for the consideration of Management Team.

In January, all departments and Local Boards were asked to review their budgets, in light of the forecasted 8.9% tax rate increase presented to the Committee of the Whole in December, to ensure that the budgets reflected a proper maintenance budget format. This review was also necessary to ensure that the impacts of the Pay Equity/Job Evaluation as well as the 1991 Rightsizing program savings were reflected in the departmental estimates. (The 1991 Rightsizing program was a commitment by Management Team to reduce the staff complement within the City by 50 Full-Time-Equivalents and that this would result in a 2 million dollar expenditure saving for the 1992 budget.) In addition to this review departments and local boards were asked to prepare Service/Program packages which would be facilitate lowering the tax rate via the elimination of identified service/program options.

The departments were asked to prepare sufficient packages which would reduce their estimates to a 3% increase over their 1991 estimates as a first step. The next level of packages was to take the departmental budget to a zero increase over 1991. These packages and budgets were processed and monitored by Treasury staff and then forwarded to the Current Budget Management Team Sub-committee for consideration.

One technique that this group used to assist in the reduction of the tax rate was the development of "Corporate" packages. These packages could cross departmental boundaries and be considered

REPORT OF THE TREASURER

from a corporate or global perspective. Some examples of the corporate packages which were developed were: a) reduced hours of operations; b) review of the staff vacancy policy to require a position to be vacant for a specified period of time before being filled; c) use of overtime; d) elimination of the Seniors' Tax Rebate program (this package was carried forward to be considered by the Committee of the Whole during the final budget deliberations).

To maintain a level of communication with Council, an update was presented to the Committee of the Whole on February 25, 1992. At this point, the 1992 maintenance budget required an 8.88% tax rate increase, down from the maintenance position of 11.09% based on the detailed departmental submissions. This reduction was achievable largely due to a recommendation from the Fire Chief to reduce the staff complement for the department by 22 positions due to attrition and a reorganization of his department. As a result of this presentation the Committee of the Whole instructed Management Team to freeze all discretionary staff merit increases until the 1992 budget was finalized.(These salary/wage increases allow for graduated step increases within established salary ranges). In addition, Management Team committed to presenting to the budget deliberations a list of service/program packages which if eliminated would result in a zero tax rate increase.

Management Team then proceeded to review and rank all of the existing departmental and corporate packages in preparation of the scheduled budget deliberation by the Committee of the Whole on March 27, 1992. Management Team looked to new ways of addressing this funding problem and recognizing the impact that the Capital budget has on the current operations, focused attention in that area.

Capital and Current Budget Impacts

Traditionally the Capital budget affects the operating budget by way of debt charges for the financing of the project or the Capital Levy as a current source for the "Pay-as-you-go" capital projects. Another impact on current from the capital budget comes from the annual operating cost of the project or program. This is true whether it is a new building as was the case with the Sackville Hill Seniors Centre (which is scheduled to be operational by September) or a piece of new equipment such as an additional garbage compactor to assist in the collection of garbage in new subdivisions. Management Team looked at this traditional role of the capital budget driving the current and suggested the reverse to assist the current budget. There are two ways for this to take place, either reduce the Capital Levy from 6 Mills to some lower amount with a coincidental reduction to the Capital Budget, or look at the financing arrangements for a longer term of debenture payback. Management Team agreed to both of these avenues to help reduce the current tax rate.

Current Budget Approval - March 27, 1992

As a result of the previously discussed considerations, Management Team was able to present to the Committee of the Whole a ranked funded listing of Service/Program packages, 88 in number, with a current tax rate increase of 5.45%. This tax rate included a proposal that certain existing service/program packages not be fully funded. These included a reduction of $25 from the existing $75 Seniors Tax Rebate program. (This program provides a direct property tax credit of $75 to seniors over age 70 years who own and reside in a principal residence within the City.) The proposed $25 reduction package would have resulted in the savings of $275,000. If all packages were recommended by the Committee of the Whole not to be funded, there would have been a small tax rate reduction from 1991 levels.

REPORT OF THE TREASURER

Another anitiative recommended by the Management Team to achieve the 5.45% tax rate was the transfer of the $50,000 Parking Subsidy program, which subsidized parking for delegates attending conferences within the City, from the City budget to the Parking Authority budget thus eliminating this expense from the mill rate.

The third major corporate program was approving of 4 additional By-Law Officers to provide enforcement during the evenings as a result of less involvement by the Hamilton-Wentworth Regional Police at these times. It was projected that revenues generated by these officers would be sufficient to offset their costs.

The Committee of the Whole agreed to the recommendations on the transfer of the parking subsidy and the addition of the 4 By-Law Officers. The Seniors Tax rebate program was left intact and fully funded by the Committee.

At the start of their deliberations on the Current Budget, the Committee of the Whole received a number of public delegations who were concerned about the possible closure of the Chedoke Winter Park and reduced hours at the Main/Hess Seniors Centre. The Committee of the Whole agreed to fund both programs with the provision that cost saving alternatives are to be explored by staff.

The Committee of the Whole examined in detail the ranked listing of service/program packages and determined which items were to be funded and/or altered. The Committee then recommended a further budget reduction of $111,000, to be determined by Management Team during 1992. The final tally resulted in a 3.94% mill rate increase. Along with finalizing the City expenditures and revenues the Committee approved a number of additional specific recommendations of the Management Team. These recommendations related to a commitment by Management Team to: a) a three year current budget forecast; b) clearer indication of the costs of capital projects and the relationship of these costs to the current budget. The specific Current Budget recommendations which were approved by the Committee of the Whole on March 27, 1992 are summarized following this report.

Method of Budgeting

The City uses a "modified program budgeting" approach for both the current and capital budgets. This approach requires the budgets to be prepared and evaluated on the costs of various services or programs offered by the departments. This budget approach reflects the fact that departments and local boards are accountable on a bottom line basis as opposed to individual account basis. This Modified Program Budgeting approach contrasts with the "line budgeting" system wherein each account is evaluated and any alterations of accounts do not relate directly to programs or services provided.

In the formulation of the budgets, information is collected on an accrual basis of accounting. This is consistent with the format presented in the financial reports and the method of recording the transactions during the year.

Highlights of Current Budget

The approved revenues and expenditures of the City resulted in a residential mill rate for 1992 of 102.5572 mills, an increase over 1991 of 3.8917 mills or 3.94%. The total City, Regional and Education taxation requirements for 1992, the resultant mill rates and other pertinent information are summarized and presented following this report.

REPORT OF THE TREASURER

While the City maintains a strong Standing Committee form of local government, this year City Council approved continuation of the Current Budget process established in 1991 where all current budget material was presented directly to the Committee of the Whole for consideration and then to City Council for approval. This worked well for the Committee and discussions were held and decisions were made at the corporate level.

Current Revenues

The 1992 Revenues for the City of Hamilton are summarized on page 40. The revenues, not including Taxation and the Carry Forward Surplus, have decreased over 1991 by $659,770 or 1.3%, largely due to reductions in building permit revenue and falling interest rates affecting current investment interest revenue.

Two other substantial Revenue sources, namely Provincial Grants and Assessment Growth increased but could not overcome the overall decline in revenues over 1991. These are further discussed below.

Provincial Unconditional Grants

Unconditional grants increased by 1% in 1992 to $12,614,760 (1991 - $12,489,860). The provincial government in announcing the 1992 grant levels, indicated that future increases in unconditional grants province-wide will be 2% for 1993 and 2% for 1994. This announcement of future increases was made with the intention of assisting municipalities in their own planning for future revenue sources.

Supporting documentation enclosed with this report includes a graph tracking the relationship between provincial transfer payments, the Consumer Price Index and the level of City tax increases (found on page 36). It is interesting to note that in real terms, the level of transfer payments have decreased and as a result, the City tax increase has been required to be higher.

Assessment Growth

The full impact of the slowing economy has filtered through to the level of assessment growth for 1992, resulting in a nominal growth of 0.5% over the 1991 levels. This translates into an additional $309,000 of additional revenue at 1991 mill rate levels.

Surplus For The Year 1991

Despite challenging economic circumstances, the City of Hamilton, through careful budgeting and co-operation of the various departments, was able to report a surplus for the 44th consecutive year in 1991. For 1992, it is anticipated that $250,000 will be carried forward and form part of the 1993 budget. This is consistent with the policy concerning the planned decline by $250,000 per annum in the use of surpluses to finance the next year's operations.

In spite of the continued decline in building permits and short term investment interest revenue, 1992 anticipated surplus should be achieved through continued tight expenditure monitoring and the positive spinoffs of ongoing Continuous Improvement Programs.

Current Expenditures

The preliminary 1992 Maintenance Budget amount of $168,356,270 represented an increase of $7,828,570 or 4.9% over 1991. Following the budget review process by Management Team,

REPORT OF THE TREASURER

Committee of the Whole and Council, these amounts were reduced by $4,289,560 to $164,066,710, representing an increase in expenditure of $3,539,010 over 1991 or 2.2%. This was achieved by all departments and boards thoroughly examining and trimming expenditures. It should also be noted that this year, unlike prior years, there was a decrease in the non-Departmental or financial accounts in the amount of $1,591,600, largely due to the elimination of contingency and the reduction of the Capital levy from 6 Mills to 4 Mills.

Total Mill Rates and Levies

The Current Estimates and resultant levies of the Regional Municipality of Hamilton-Wentworth, the Board of Education for the City of Hamilton, and the Hamilton-Wentworth Roman Catholic Separate School Board, are included for information purposes. It should be noted that the above named bodies requisition the City of Hamilton for their required levies and the City, by Provincial Statute, must levy and collect the resultant taxes and transfer such levies to these Boards.

City Council approved the mill rates relative to the final City Estimates, along with the Regional and Educational mill rates, on Tuesday, April 28, 1992. The Regional requirement showed an increase of 3.8811 mills for residential purposes or 3.90% over 1991 rates. The Education requirement showed an increase of 8.3305 mills for residential purposes or 4.69% over 1991 rates.

Total requirements for the City, Regional and Educational purposes have resulted in mill rate increases of 16.1033 mills for residential taxpayers and 18.9450 mills for non-residential taxpayers in 1992, an increase of 4.28% for each rate respectively.

Treatment of Unapproved Programs during 1992

For control purposes City Council approved subsection 10 of the Current Budget recommendations (see complete report attached) as follows:

10) That any programs or services not included in the 1992 current budget estimates, as adopted, be recommended for implementation only if a source of funding is identified, either through revenue or substitution for any approved project of equal or greater funding.

This recommendation reaffirms the treatment of any amendments to the budget as defined by the July 31,1990 Council resolution which outlined a process for handling overexpenditure/unbudgeted items, which involves financing these items through tradeoffs of other services or programs. These tradeoffs are to be considered first by the appropriate department, then Standing Committee. If resources are still unavailable, the Finance and Administration Committee is requested to find a source of funding.

One of the corporate packages not funded in the 1992 budget was the $100,000 Contingency provision normally available to finance unbudgeted items. As a result there are no alternative sources for current funds, other than savings in existing departmental budgets, or tradeoffs. In all cases, a funding source is to be approved by Council prior to any relevant expenditures.

Highlights of Capital Budget

The Capital Budget which is detailed in a later report was developed through the Management Team whose recommendations were considered and approved by the Committee of the Whole on

REPORT OF THE TREASURER

March 26, 1992 and adopted by City Council on March 27, 1992. This year the Capital Budget adopted a ten year plan which spanned the years 1992-2001.

The net financing requirement of $166,808,000 for the 1992-2001 Capital Budget Program is comprised of $56,484,000 (33.9%) from the capital levy through the current budget, $79,733,000 (47.8%) from reserves and reserve funds, and the balance $30,591,000 (18.3%) by the issuance of debentures. Debt charges are expressed as a percentage of levy at a 11.85% average for the first five years, below the previously approved parameter of 12.5%. Debenture charge increases are limited to below 5% per year on average in order to minimize the impact on property taxes.

The City has set a provision in the 1992 Current budget for debt charges in the amount of $15,395,000, which is expected to increase an average 3.2% annually for the first five years and 5.0% for the next five years. This year during the budget deliberations the six mill capital levy provision was reduced to four mills to assist in reducing the current tax rate. The 1992 provision for the four mill capital levy is in the amount of $3,817,650. The capital levy is planned to be restored to the six mill level over the next two years.

Economic Outlook

The North American economic downturn, which started after the 1987 stock market crash, is expected to maintain a mild recovery this year, resulting in slow growth for 1992. The Central banks in both Canada and the U.S. have lowered interest rates to boost business and consumer confidence and to stimulate the economy. It is expected that interest rates will continue to move lower for at least the next six months as the Canadian dollar stays high. Until the level of unemployment improves significantly beyond the current rate, interest rates will probably remain at these low rates. It is hoped that the recovery will be accelerated in 1993.

The Consumer Price Index (CPI) in Canada was 5.6% in 1991. The trend in 1992 to date has seen the rate of inflation drop significantly to 1.6% for the first half of 1992. The City during the 1992 budget preparation used a 3.0% rate of inflation. For 1993, similar rates of inflation are being forecast. This rate and other assumptions in relation to the Current and Capital Budget are all identified in a separate schedule listed in the Appendix (pages 142 and 151 respectively).

Performance Measurement

General performance measures used by the City include compliance with the budgeted expenditures and revenues to ensure the anticipated year-end surplus. Departments and Local Boards are accountable for their bottom line expenditure performance.

In addition the City uses a Maintenance Management System for performance measurement mainly in two departments, namely the Public Works (Streets, Sanitation and Parks Division) and the Traffic Department, representing 21.9% of the 1992 City Budget. The Performance Budget concept indicates the relationship between service levels provided and the cost of providing individual services. This is a valuable tool for decision making in terms of providing information which permits the rationalization of funding requirements for services, and the effective monitoring and control of the costs to provide these services. An example of the Traffic Department Performance Budget is included in the "Appendix Section", pages 148-150, for information.

REPORT OF THE TREASURER

Conclusion

I am enclosing for your information, following my report, a summary listing of relevant documentation.

I wish to acknowledge the courtesies and co-operation extended to the staff of the Treasury Department in the preparation of these Estimates at all levels within the Civic Departments and Local Boards. I would also like to take this opportunity to express my appreciation to the senior City officials and the Treasury Department staff, especially the Budget Division for their dedication and co-operation in the preparation of this budget and this publication.

In closing, appreciation is extended to the Members of Council for their confidence in Management Team's abilities throughout the budget process. The approved budget for 1992 responds to public concerns regarding tax rate increases while continuing to reflect the service requirements of an urban municipality.

Respectfully submitted

Allan C. Ross, CMA
Treasurer

SUMMARY OF ATTACHMENTS

An integral part of this publication is the following listing of Schedules found throughout:

	Page
Consolidated Statement of Operations - includes Revenue Fund, Capital Fund and Reserve fund	31
Statement of Reserve and Capital Funds - depicting the balances as at December 31, 1991	32
1992 Tax Dollar Apportionment (Pie Chart) - shows distribution of City, Regional and Educational amounts	33
Summary of The 1992 Taxation Requirement	34
Percentage Increase in Tax Levies 1992 Over 1991 (Bar Graph)	35
Comparison of City Tax Rate Increases to Consumer Price Index and Provincial Transfer Payments	36
1992 City Revenues/1992 City Expenditures (Pie Charts)	37
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Revenue Sources	39
1992 Comparative Statement of Estimates - Revenues	40
Comparative Statement of Taxation - By Taxing Entity	41
Where Your 1992 Tax Dollar Goes (Bar Graph) - indicates expenditures by function	42
Summary of 1992 Expenditure Estimates by Committee	43-50
Departmental Summaries By Function - includes description of responsibilities and historical amounts	51-88
City of Hamilton Share of Regional Estimates	89
City of Hamilton Share of Board of Education Estimates	90
City of Hamilton Share of The Hamilton-Wentworth Roman Catholic Separate School Board Estimates	91

Also enclosed in this publication is additional statistical information, Capital Budget Programmes, and other relevant information found in the Appendix, all of which support the presentation of the City of Hamilton's 1992 Budgets.

Sections 2 to 10 of the Fourth Report of the Committee of the Whole adopted by City Council at its meeting March 27, 1992, addressed the approval of the 1992 Current Budget and states the following:

2. (a) That no provision be made in the 1992 Current Estimates for the $50,000. budget to allow free parking for specific events held in Hamilton, and

   (b) That the Board of the Parking Authority of the City of Hamilton be requested to include an appropriate provision or implement the funding of the free parking facility for specific events in Hamilton.

3. That the City Council approve, in principle, for the purpose of establishing the 1992 Current Budget, the appointment of four Parking Control Officers to assume the overnight parking enforcement and tow-away functions which are to be discontinued by the Regional Police Department, subject to the detailed review of the proposal by the Transport and Environment Committee.

4. (a) That the 1992 Revenue and Expenditure estimates for the City of Hamilton in the amount of $164,066,710 representing a 3.94 percent increase in the tax (mill) rate or an increase of $19.46 in taxes for an average assessed household, be approved.

   (b) That the Acting Treasurer be directed to prepare the necessary by-law(s) to establish the 1992 mill rate for the City of Hamilton, on the basis of the forgoing revenue and expenditures.

5. That the following procedures be approved in order to mitigate any job losses resulting from the 1992 budget process:

   (a) The employer will make every effort to transfer displaced employees into current vacancies.

   (b) Where transfers are not possible, lay offs and bumping procedures shall be in accordance with the terms of the various Collective Agreements.

   (c) The employer will provide:

      (i) for all employees reassigned to positions with salary levels that are lower than their current salary: maintenance at the current level for a period equal to one month per year of service; then a reduction of no more than five per cent in each subsequent twelve month period until the new salary level is reached.

      (ii) retraining for reassigned employees where feasible. Salaries will be paid during retraining.

      (iii) an early retirement package, consistent with that approved by Council in the 1991 budget, to persons whose:

         (aa) positions have been declared redundant

The Fourth Report of the Committee of the Whole adopted by City Council at its meeting March 27, 1992 - Continued

5. (c) (iii) (bb) retirement would create vacancies which could be filled by persons being displaced in other areas

(d) Severance packages will be negotiated with those employees who the employer is unable to place and are not covered by a collective agreement.

(e) That an appropriate source of funding to a maximum of $2,000,000 shall be identified by the City Treasurer with a follow-up report to the Committee.

6. That the CAO and Management Team be directed to develop a three year current budget forecast for 1993, 1994 and 1995 and report back to the Committee of the Whole by October 1992.

7. That the CAO and Management Team review the feasibility of developing a method to more closely integrate the capital and current budget review processes.

8. That future current budgets include the full annualized funding of the ongoing operating costs of Capital Projects in the same year that the Capital Project is under consideration for construction or initiation (rather than completion).

9. That the CAO and Management Team report back on any other relevant cost-containment measures that could be considered for the 1993 and subsequent budgets.

10. That any programs or services not included in the 1992 current budget estimates, as adopted, be recommended for implementation only if a source of funding is identified, either through revenue or substitution for any approved project of equal or greater funding.

1992 CURRENT BUDGET PROCESS

CITY OF HAMILTON

NOVEMBER 1,1991	DECEMBER 2,1991	DECEMBER 10,1991	DEC.2/91-JANUARY 17/92
Budget Call Letter And Forms Issued To All Departments And Local Boards	Deadline For Completed Budget Submissions To Be Returned To Treasury	Committee Of The Whole Receives Pre-Budget Forecast With Mill Rate Forecasted At 8.9%	Treasury Monitors,Processes, Assembles Budgets To Ensure Compliance With Guidelines; Budgets Reviewed By Department Heads;A Macro Budget Is Prepared For Management Team Review

JANUARY 31,1992	FEBRUARY 6-13,1992	FEBRUARY 17-25,1992	FEBRUARY 25,1992
Maintenance Budgets Reviewed By Departments To Ensure That Rightsizing and Pay Equity Effects Have Been Reflected	Mgmt. Team Sub-Committee Requests Departments To Prepare Packages Reducing Maintenance Budget Increases To 3% And Packages To Reach 0%	Prioritized Packages Reviewed And Ranked By C.B.M.T.S.C. And Submitted To Management Team Meeting On February 25,1992	Committee Of The Whole Receives Update On Budget Status With Maintenance Level Mill Rate At 8.88%; Management Team Committed To Bring In Packages To Achieve A 0 % Increase

FEB. 28-MARCH 20,1992	MARCH 27,1992	APRIL 28,1992
Management Team Reviews, Recommends Non-Funded Packages; Ranks And Prioritizes Funded Packages; Develops Final Budget Recommendations For Committee Of The Whole Consideration	Public Delegations Attend Final Deliberations To Express Their Concerns; City Council Approves Committee Of The Whole Report To Establish Tax Rate Increase At 3.94%	City Council Approves The By-Laws Establishing The Mill Rates For City, Regional And Educational Purposes

CURRENT BUDGET PROCESS

The ***Current Budget Process*** commenced on November 1, 1991 with the issuance of the Budget Call Letter and forms, and culminated with City Council approving the 1992 Mill Rates for City, Regional and Educational Purposes on April 28, 1992, as summarized on the preceding flowchart.

The Current Budget Management Team Sub-Committee (C.B.M.T.S.C.) continued to work with the Management Team throughout the entire process and for the second year in a row Departmental budgets were submitted directly to Committee of the Whole and City Council, thereby passing the once-traditional Standing Committee budget review.

The various City Departments prepared maintenance budgets; that is, they prepared their Departmental Budgets in terms of 1991 services/programs but in 1992 dollars. They then put together packages which represented services/programs that were to be offered up in order to reach a three percent and then a zero percent tax increase that the Management Team committed to. Treasury staff were involved with processing and co-ordinating the maintenance budget and service/program packages. These packages were then reviewed by the Current Budget Management Team Sub-Committee and Management Team and ranked according to most/least important.

After several meetings to achieve a consensus, Management Team presented this ranking to the Committee of The Whole, indicating that the present tax rate increase was 5.45% and that there were 88 service/program reduction packages for consideration.

After careful deliberation, the Committee of The Whole approved a 3.94% tax rate increase by non-funding of some packages as well as partial reductions in other service/program packages. (See List of Packages in Appendix.) City Council passed the By-Laws establishing the 1992 Mill Rates on April 28, 1992.

CONSOLIDATED STATEMENT OF OPERATIONS

FOR THE YEAR 1992

Description	Total Expenditure $
General Government	24,793,320
Protection To Persons And Property	41,402,040
Transportation Services	53,847,440
Environmental Services	5,394,690
Health Services	2,910,150
Social And Family Services	854,980
Recreation And Cultural Services	80,211,220
Planning And Development	14,945,160
Municipal Fund Balance At End Of Year:	
Current Fund	0
Unexpended Capital Financing	26,222,826
	250,581,826

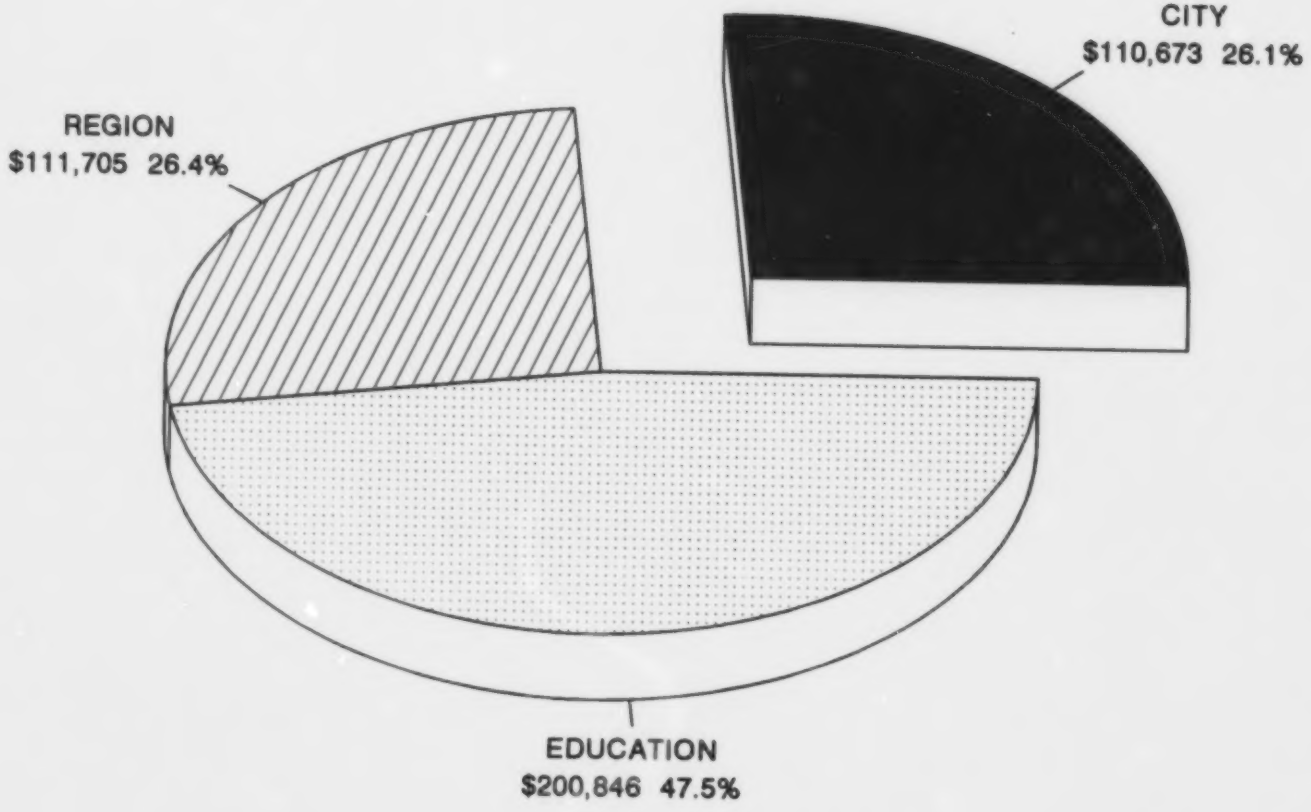
Description	Total Revenue $
Taxation	114,112,800
Payment In Lieu Of Taxes	7,144,100
Ontario Unconditional Grants	12,614,760
Ontario Specific Grants	10,257,150
Fees And Service Charges	23,604,360
Debenture Issue	22,000,000
Other Revenue:	
Licences And Permits	3,772,620
Fines, Penalties And Interest On Taxes	6,506,510
Investment Income	8,113,600
Other	5,964,920
Net Appropriation From Reserves And Reserve Funds	6,974,180
Municipal Fund Balance At Beginning Of Year:	
Current Fund	500,000
Unexpended Capital Financing	29,016,826
	250,581,826

STATEMENT OF RESERVE AND CAPITAL FUNDS
FOR THE YEAR 1992

Description	Capital Fund	Description	Reserve Fund
Opening Balance	29,016,826	Opening Balance	86,516,739
Revenue		Revenue	
Contribution From Own Funds :		Contribution From Revenue Fund	2,442,000
Revenue Fund	3,818,000	Contribution From Capital Fund	-
Reserves And Reserve Funds	8,826,000	Lot Levies And Subdivider Contribution	400,000
Grants And Loan Forgiveness :		Recreational Land (Planning Act)	800,000
Ontario	5,400,000	Investment Income	5,500,000
Other	100,000	Other	2,500,000
Long-Term Liabilities Incurred :			
Debenture Issue	22,000,000		
Other	200,000		
	40,344,000		11,642,000
Expenditure		Expenditure	
General Government	4,116,000	Transfer To Capital Fund	8,826,000
Protection To Persons And Property	2,000,000	Transfer To Revenue Fund	1,290,180
Transportation Services	17,089,000	Purchase And Maintenance Of Vehicles	3,500,000
Environmental Services	-	Other	5,000,000
Health Services	-		
Recreation And Cultural Services	19,873,000		
Planning And Development	60,000		
	43,138,000		18,616,180
Closing Balance	26,222,826	Closing Balance	79,542,559

1992 TAX DOLLAR APPORTIONMENT

(000'S)



CITY OF HAMILTON

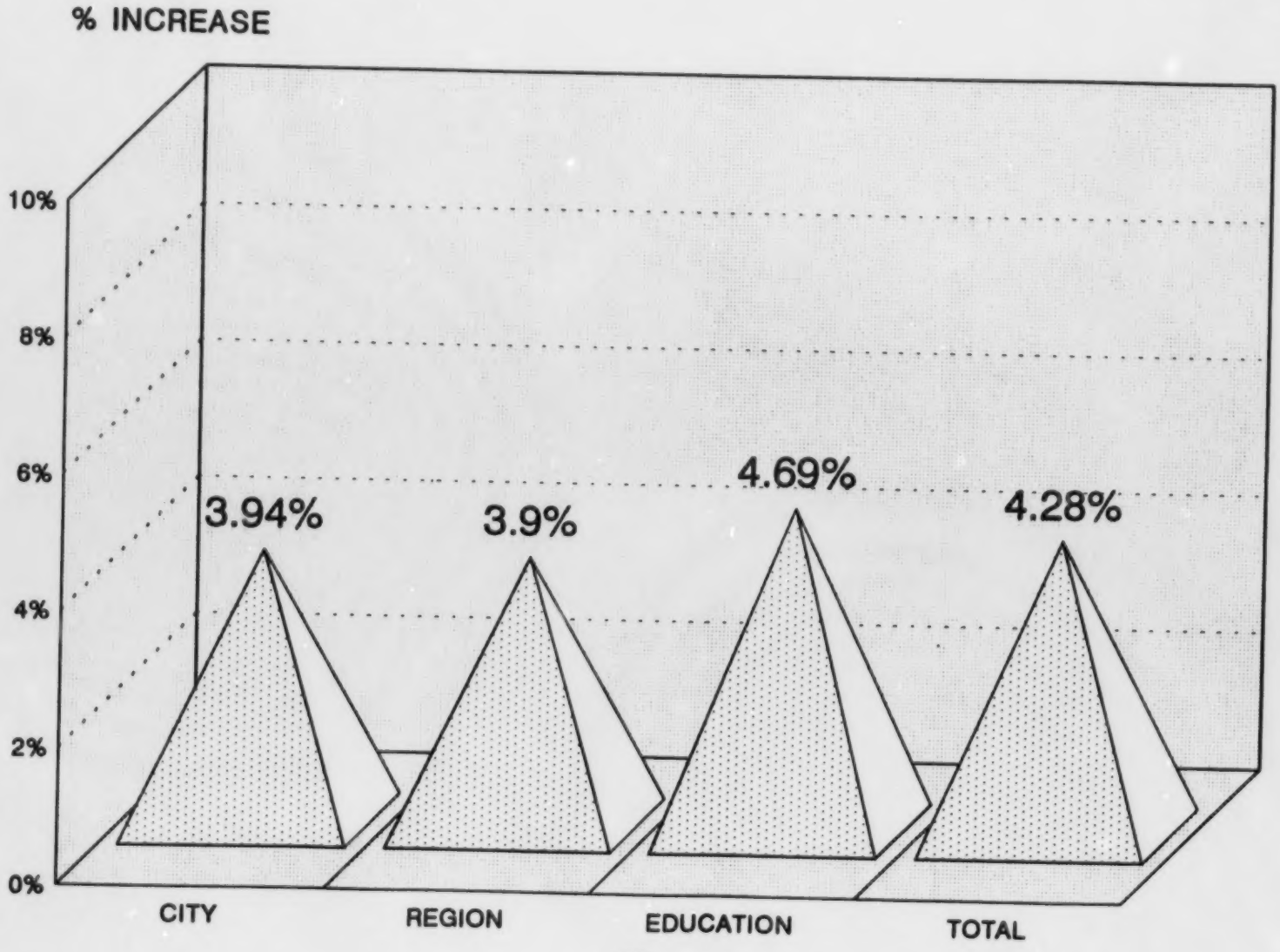
SUMMARY OF THE 1992 TAXATION REQUIREMENT

Description	1991 Estimate	1992 Estimate	Increase/(Decrease) Over 1991 Estimate Amount	Percent
A. Summary of City Requirements Only				
Expenditures	160,527,700	164,066,710	3,539,010	2.20%
Revenues	160,527,700	159,867,020	(660,680)	-0.41%
Additional Tax Requirement for 1992		4,199,690	4,199,690	
Summary of 1992 Total Levy				
1. 1991 Levy	106,164,420	106,164,420		
2. Levy increase-from est. .5% Assessment increase		308,860	308,860	
3. Additional Tax Requirement as outlined above		4,199,690	4,199,690	
Total Levy	106,164,420	110,672,970	4,508,550	4.25%
B. Total Mill Rate Comparisons	1991 Mill Rates	1992 Mill Rates		
Residential				
City (1% +/- = $1,064,739)	98.6655	102.5572	3.8917	3.94%
Region	99.6322	103.5133	3.8811	3.90%
Education	177.7870	186.1175	8.3305	4.69%
Total Residential Mill Rate	376.0847	392.1880	16.1033	4.28%
Non-Residential				
City	116.0771	120.6555	4.5784	3.94%
Region	117.2144	121.7803	4.5659	3.90%
Education	209.1611	218.9618	9.8007	4.69%
Total Non-Residential Mill Rate	442.4526	461.3976	18.9450	4.28%

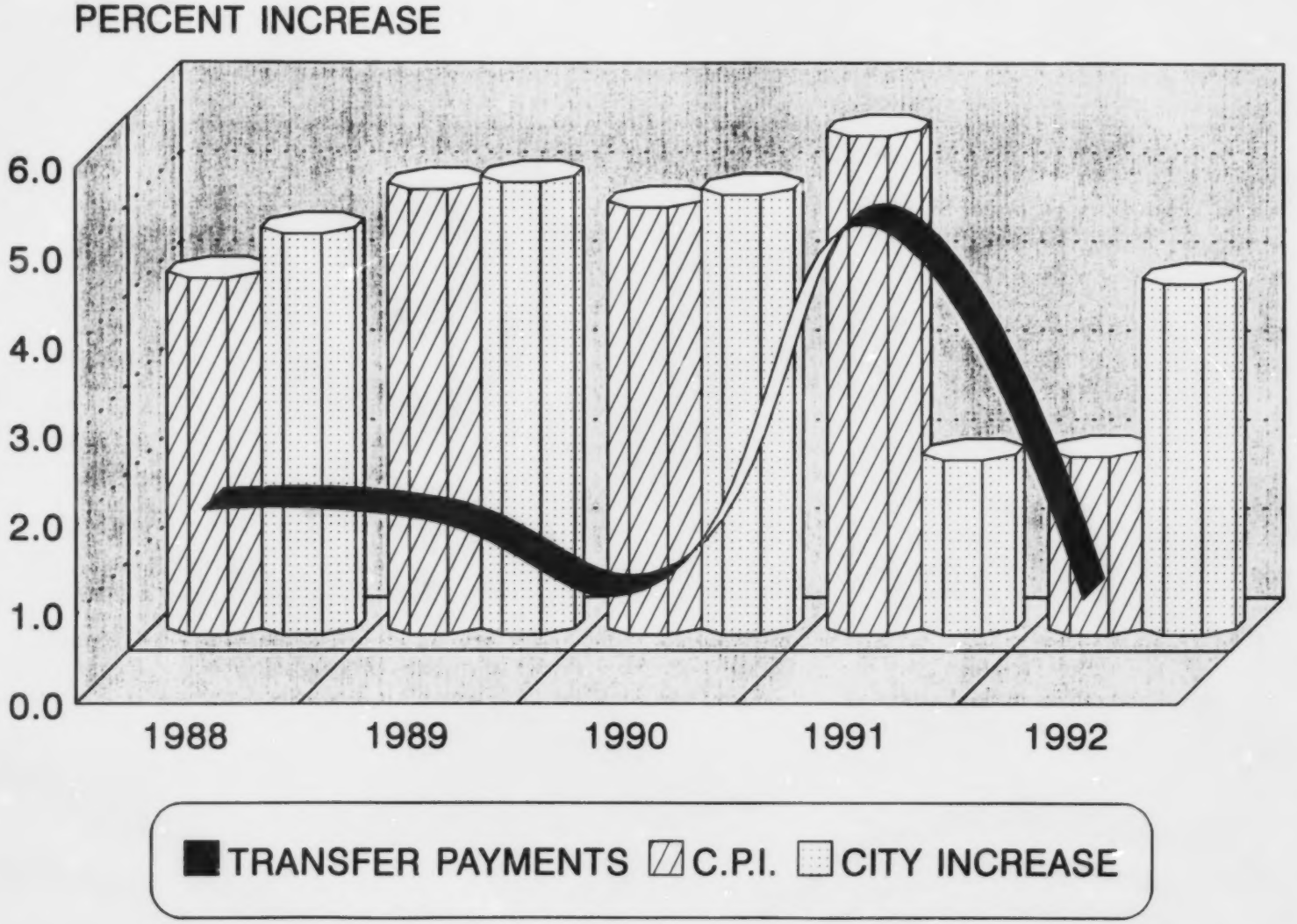
NOTE: One Residential Mill for 1992 is estimated at $1,079,134

CITY OF HAMILTON

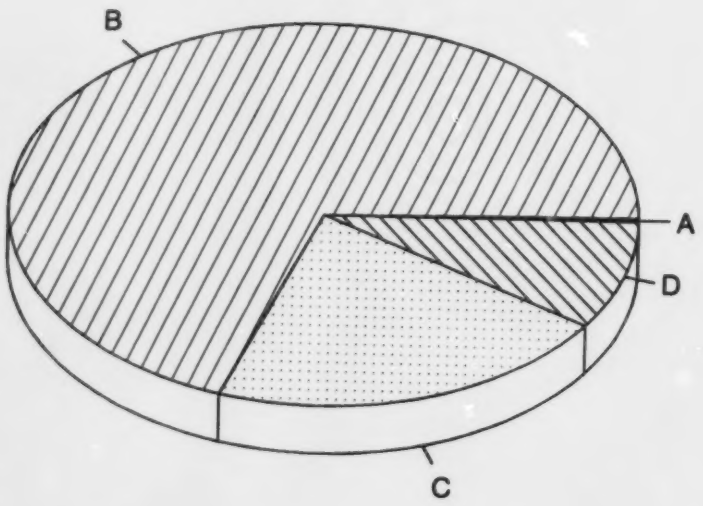
PERCENTAGE INCREASE IN TAXES LEVIED
1992 OVER 1991



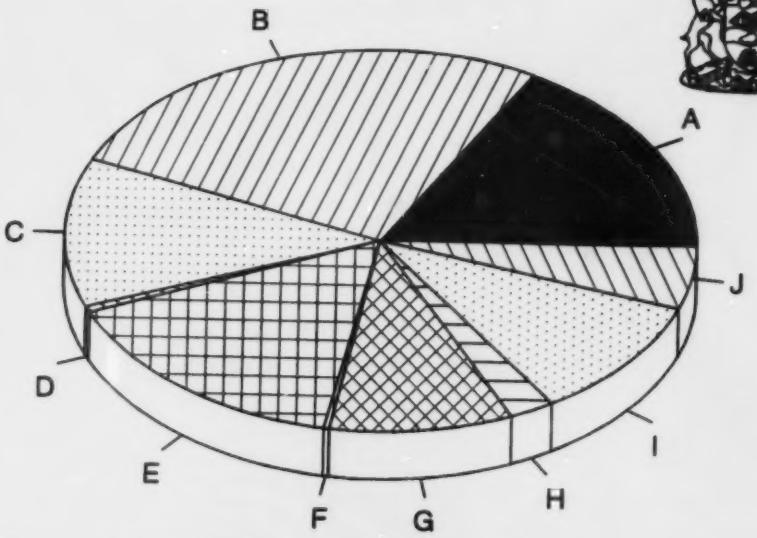
COMPARISON OF CITY TAX RATE INCREASES TO C.P.I. AND PROVINCIAL TRANSFER PAYMENTS



1992 ESTIMATED CITY REVENUES AND EXPENDITURES



1992 ESTIMATED CITY REVENUES



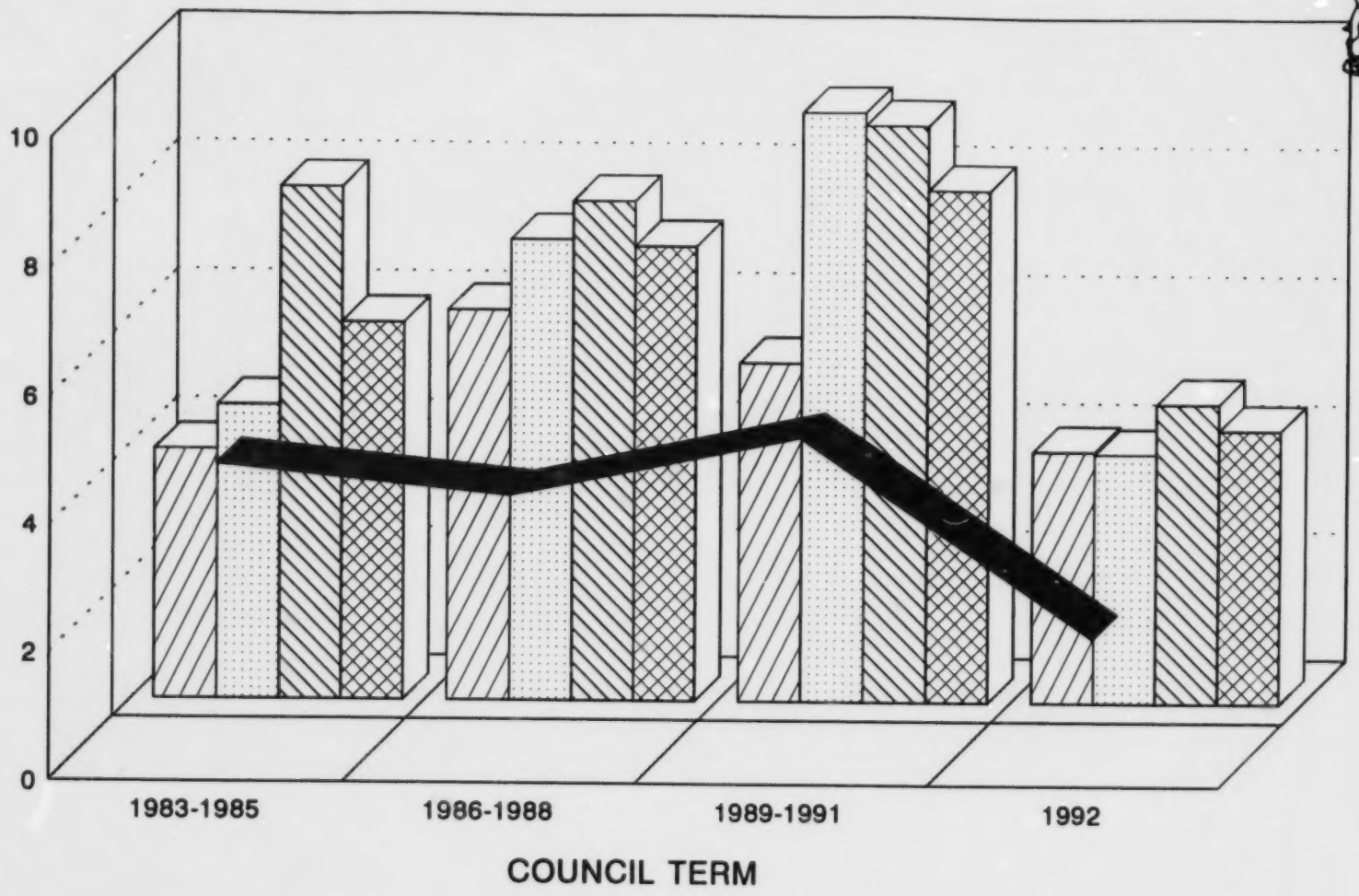
1992 ESTIMATED CITY EXPENDITURES

Key	Particulars	Amount	% of Total
A	Surplus from Previous Year	500,000	0.3%
B	Taxation – Levy	110,672,970	67.5%
	– Supplementary Taxes	1,257,650	0.8%
	– Special Assessment	2,182,180	1.3%
		114,112,800	69.6%
C	Other Revenues		
	– Ontario Grants	17,471,910	10.6%
	– Payment in Lieu of Taxes & Special levies	7,144,100	4.4%
	– Transfer from Reserves	568,240	0.3%
	– Financial	9,122,730	5.6%
		34,306,980	20.9%
D	User Fees	15,146,930	9.2%
		164,066,710	100.0%

Key	Particulars	Amount	% of Total
A	General Government	28,232,770	17.2%
B	Protection to Persons & Property	43,128,490	26.3%
C	Public Works	20,673,360	12.6%
D	Engineering	855,300	0.5%
E	Recreation & Cultural Services	25,804,240	15.7%
F	Grants,Receptions, Public Events	448,290	0.3%
G	Debenture Principal & Interest	15,395,000	9.4%
H	Capital Projects Financed from Capital Funds	3,817,650	2.3%
I	Local Boards–City's Contribution	17,041,710	10.4%
J	Miscellaneous Other Expenditures	8,669,900	5.3%
		164,066,710	100.0%

COMPARISON OF MILL RATE INCREASES AND THE CONSUMER PRICE INDEX

CITY OF HAMILTON



REVENUES

City *revenues* are categorized into four major groupings for budgetary purposes, namely the Surplus From Previous Year, Taxation, Other Revenues (which encompasses Ontario Grants, Payments-In-Lieu of Taxes, Special Levies, Reserves, and other Financial accounts), and User Fees.

Surplus From Previous Year

The Surplus From Previous Year represents the excess revenues over expenditures that are being carried forward from 1991.It is the City's policy to reduce the Carry-Forward Surplus annually by $250,000 so that 1994 would be the last year the City would draw a Surplus amount into the current budget.

Taxation

Each year the City raises tax revenue through levies imposed on taxpayers. The city also collects tax revenue levied on behalf of the Regional Municipality of Hamilton-Wentworth and the Hamilton Boards of Education. Supplementary realty and business taxes are levied on new properties not yet on the Tax Collector's Roll.

Other Revenues

Provincial unconditional grants form the majority of revenues in this area. Unconditional grants are paid by the Ministry of Municipal Affairs to municipalities on a General Support, Resource Equalization, and Per Household basis. The Province approved a 1% increase in funding to municipalities for 1992, and a 2% increase is expected for 1993-1994. Conditional grants are also granted to municipalities and are to be used for specific purposes such as for the City's many museums.

Payments-In-Lieu of Taxes are amounts received by the City in lieu of property taxes from hospitals, colleges, and government offices, to name a few. The budgeted increase is based on the forecasted tax rate increase of the City,Region and Educational Boards, plus or minus any other necessary adjustments.

Tax Penalties and Interest are amounts received for tax arrears, that is, for taxes owing from prior years.
Interest on Investments form the remainder of revenues in this category, and is simply interest income earned on investments made by the City throughout the year.

User Fees

The concept of user fees is to charge a fee-for-service to those individuals who make use of the service. User fees attempt to recover partial/full recovery of the cost of the service without having to impact on the tax base. The City's user fees include in part, licences, permits, and recreational/cultural activities, and are reviewed annually by the individual Departments to determine whether the rates should be revised (upward or downward) based on factors such as the economic environment, market rates, and cost recovery. The corporate guideline for 1992 was a 5% increase in fees although it is up to the individual departments to establish their respective rates.

CITY OF HAMILTON

1992 COMPARATIVE STATEMENT OF ESTIMATES - REVENUES

Description	1990 Actual	1991 Actual	1991 Estimate	19 Estimate
Surplus From Previous Year	1,000,000	750,000	750,000	500,000
Taxation				
1992 Levy	102,289,158	106,041,611	106,164,420	110,672,970
Supplementary Taxation	1,492,073	1,555,445	1,271,520	1,257,650
Special Assessments	2,252,658	2,293,972	2,228,080	2,182,180
Total Taxation Revenues	106,033,889	109,891,028	109,664,020	114,112,800
Other Revenues				
Ontario Grants	15,845,839	16,631,271	16,631,900	17,471,910
Payment In Lieu Of Taxes & Special Levies	7,635,193	6,993,544	7,316,750	7,144,100
Transfer From Reserves	0	5,654,870	2,216,490	568,240
Financial Accounts	10,099,247	8,969,914	9,207,590	9,122,730
Total Other Revenues	33,580,279	38,249,599	35,372,730	34,306,980
User Fees				
City Clerk	1,355,001	1,249,926	1,324,940	1,413,520
Treasury	482,058	459,938	579,460	573,510
Planning	91,637	100,110	115,500	111,600
Property & Real Estate	821,353	875,303	774,440	868,340
Fire	98,540	102,079	80,500	94,700
Building	3,739,556	2,490,662	3,305,500	2,405,100
Local Roads–Region	40,425	36,668	46,250	46,670
Public Works–City / Parks	533,356	561,055	466,070	584,820
Cemeteries	1,237,319	1,223,394	1,199,140	1,223,690
Fleet Services	36,497	32,480	34,810	34,810
Recreation	3,615,569	3,932,607	3,642,000	4,206,170
Culture	226,796	254,103	286,400	273,300
Traffic–City	2,323,471	2,919,575	2,885,940	3,310,700
Total User Fees	14,601,578	14,237,900	14,740,950	15,146,930
Total Revenues	155,215,746	163,128,527	160,527,700	164,066,710

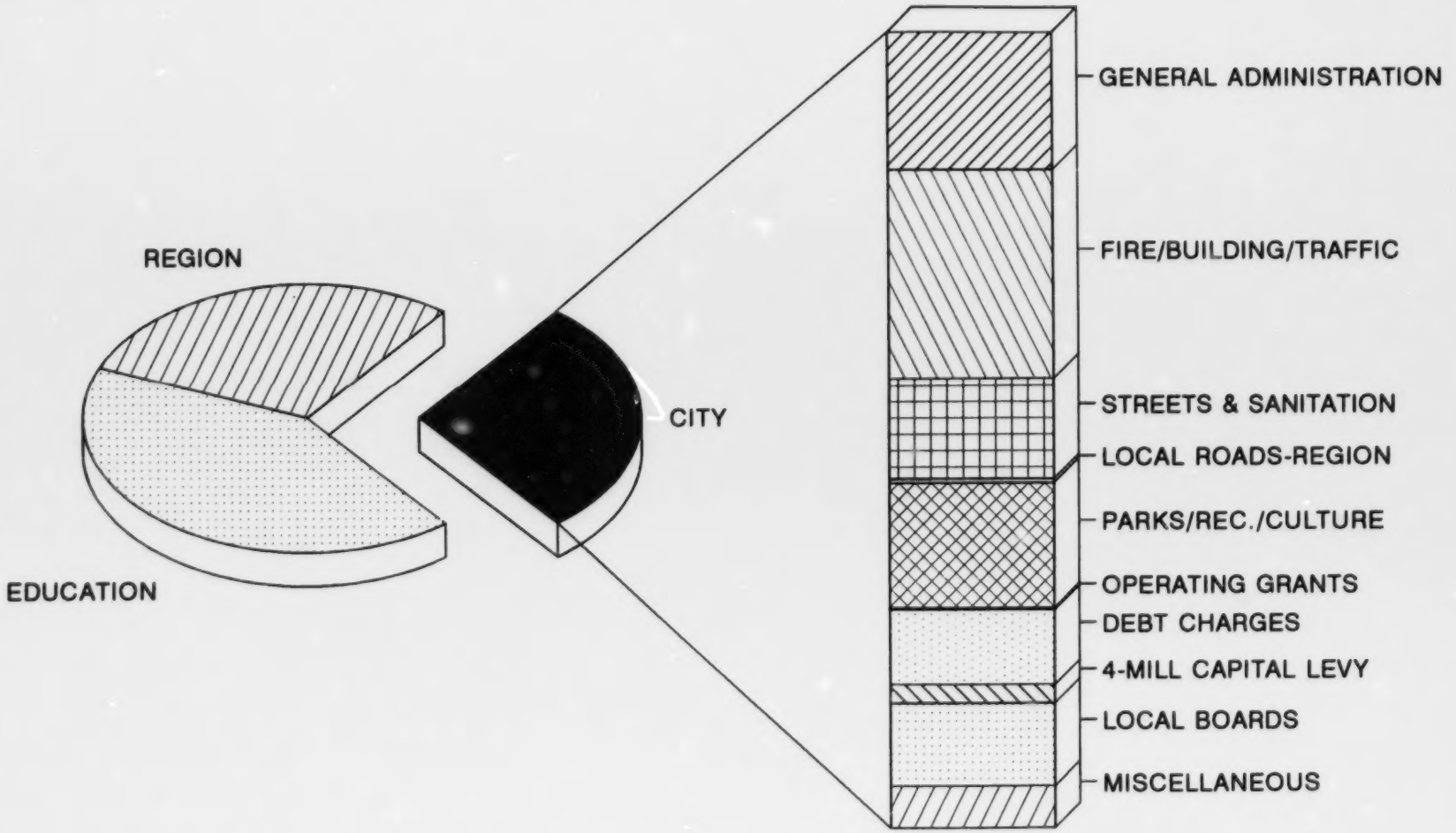
COMPARATIVE SUMMARY OF TAXATION - BY TAXING ENTITY

Realty and Business

Description	1991 Actual	1991 Estimate	Assessment	Mills	1992 Estimate	Increase / (Decrease) over 1991 Estimate Amount	Percent
City of Hamilton							
Residential	56,563,042	56,572,470	588,965,283	102.5572	60,402,660	3,830,190	6.8%
Non-Residential	49,478,569	49,591,950	416,643,017	120.6555	50,270,310	678,360	1.4%
	106,041,611	106,164,420			110,672,970	4,508,550	4.2%
Hamilton-Wentworth Region							
Residential	57,126,782	57,126,750	588,965,283	103.5133	60,965,740	3,838,990	6.7%
Non-Residential	50,077,860	50,077,860	416,643,017	121.7803	50,738,910	661,050	1.3%
	107,204,642	107,204,610			111,704,650	4,500,040	4.2%
Hamilton Board of Education							
Elementary							
Residential	44,659,030	44,659,030	429,035,878	116.9462	50,174,100	5,515,070	12.3%
Non-Residential	47,917,710	47,917,710	364,468,439	137.5838	50,144,930	2,227,220	4.6%
	92,576,740	92,576,740			100,319,030	7,742,290	8.4%
Secondary							
Residential	29,877,560	29,877,560	429,035,878	69.1713	29,676,970	(200,590)	-0.7%
Non-Residential	32,057,640	32,057,640	364,468,439	81.3780	29,659,710	(2,397,930)	-7.5%
	61,935,200	61,935,200			59,336,680	(2,598,520)	-4.2%
Hamilton-Wentworth Separate School Board							
Elementary							
Residential	16,418,210	16,418,210	159,929,405	116.9462	18,703,130	2,284,920	13.9%
Non-Residential	5,623,150	5,623,150	52,174,578	137.5838	7,178,380	1,555,230	27.7%
	22,041,360	22,041,360			25,881,510	3,840,150	17.4%
Secondary							
Residential	10,984,020	10,984,020	159,929,405	69.1713	11,062,530	78,510	0.7%
Non-Residential	3,761,970	3,761,970	52,174,578	81.3780	4,245,860	483,890	12.9%
	14,745,990	14,745,990			15,308,390	562,400	3.8%
	404,545,543	404,668,320			423,223,230	18,554,910	4.6%

CITY OF HAMILTON

WHERE YOUR 1992 TAX DOLLAR GOES



SUMMARY OF 1992 EXPENDITURE ESTIMATES BY COMMITTEE

Description (1)	1990 Actual (2)	1991 Actual (3)	1991 Estimate (4)	1992 Estimate (5)	Increase / (Decrease) Over 1991 Estimate Amount (5-4) (6)	Increase / (Decrease) Over 1991 Estimate Percent (6/4) (7)
FINANCE AND ADMINISTRATION	100,899,208	105,173,726	103,415,660	104,755,990	1,340,330	1.3%
PARKS AND RECREATION	21,915,038	23,759,458	24,175,220	25,948,920	1,773,700	7.3%
PLANNING & DEVELOPMENT	6,148,010	6,197,797	6,306,510	6,352,400	45,890	0.7%
TRANSPORT & ENVIRONMENT	25,503,490	27,497,546	26,630,310	27,009,400	379,090	1.4%
TOTAL EXPENDITURES	154,465,746	162,628,527	160,527,700	164,066,710	3,539,010	2.2%

SUMMARY OF 1992 EXPENDITURE ESTIMATES BY COMMITTEE

- FINANCE AND ADMINISTRATION COMMITTEE -

Description (1)	1990 Actual (2)	1991 Actual (3)	1991 Estimate (4)	1992 Estimate (5)	Increase / (Decrease) Over 1991 Estimate Amount (5-4) (6)	Increase / (Decrease) Over 1991 Estimate Percent (6/4) (7)
Legislative	1,326,423	1,447,369	1,405,920	1,460,920	55,000	3.9%
City Clerk	2,653,147	2,968,495	2,850,060	2,945,800	95,740	3.4%
Chief Administrative Office	176,444	202,734	185,970	198,600	12,630	6.8%
Fire	29,843,188	30,961,337	31,287,570	33,316,950	2,029,380	6.5%
Human Resources Center	1,993,527	2,007,948	2,191,680	2,167,100	(24,580)	-1.1%
Property						
-Real Estate	481,506	599,415	740,240	781,720	41,480	5.6%
-Building Operations & Maintenance	5,977,302	6,732,092	6,983,890	7,365,880	381,990	5.5%
-Central Utilities Plant	2,562,579	1,873,691	2,000,660	1,952,320	(48,340)	-2.4%
-Architects	416,102	0	0	0	0	
Total Property	9,437,489	9,205,198	9,724,790	10,099,920	375,130	3.9%
Law	1,420,046	1,656,985	1,777,930	1,659,140	(118,790)	-6.7%
Information Systems	3,231,193	3,647,092	4,087,820	4,016,520	(71,300)	-1.7%
Treasury						
-Finance	2,867,022	2,981,879	3,036,170	3,149,650	113,480	3.7%
-Purchasing	369,761	430,949	413,220	399,090	(14,130)	-3.4%
-City Garage	(8,148)	(16,296)	0	0	0	
Total Treasury	3,228,635	3,396,532	3,449,390	3,548,740	99,350	2.9%
Total Departments	53,310,092	55,493,690	56,961,130	59,413,690	2,452,560	4.3%

SUMMARY OF 1992 EXPENDITURE ESTIMATES BY COMMITTEE

- FINANCE AND ADMINISTRATION COMMITTEE -

Description (1)	1990 Actual (2)	1991 Actual (3)	1991 Estimate (4)	1992 Estimate (5)	Increase / (Decrease) Over 1991 Estimate Amount (5-4) (6)	Percent (6/4) (7)
Library						
-Expenditures	13,348,682	15,268,570	15,149,560	15,915,260	765,700	5.1%
-Revenues	1,583,683	1,481,523	1,524,650	1,578,720	54,070	3.5%
City Funding Request	11,764,999	13,787,047	13,624,910	14,336,540	711,630	5.2%
Parking Authority						
-Expenditures	3,622,133	4,109,116	4,518,610	4,376,360	(142,250)	-3.1%
-Revenues	5,287,328	5,037,528	5,866,640	4,922,580	(944,060)	-16.1%
Surplus / (Deficit) prior to Debt Charges	1,665,195	928,412	1,348,030	546,220	(801,810)	-59.5%
Deduct: Debt charges	(1,269,702)	(1,270,110)	(1,270,110)	(1,268,160)	1,950	-0.2%
Net Surplus / (Deficit) Distributed	395,493	(341,698)	77,920	(721,940)	(799,860)	-1026.5%
Hamilton Entertainment And Convention Facilities Inc. (H.E.C.F.I.)						
-Expenditures	10,014,638	9,780,698	10,705,610	10,396,220	(309,390)	-2.9%
-Revenues	7,418,362	7,453,580	8,000,440	7,691,050	(309,390)	-3.9%
City Contribution	2,596,276	2,327,118	2,705,170	2,705,170	0	0.0%
Total Local Boards	14,361,275	16,114,165	16,330,080	17,041,710	711,630	4.4%

SUMMARY OF 1992 EXPENDITURE ESTIMATES BY COMMITTEE

- FINANCE AND ADMINISTRATION COMMITTEE -

Description (1)	1990 Actual (2)	1991 Actual (3)	1991 Estimate (4)	1992 Estimate (5)	Increase / (Decrease) Over 1991 Estimate Amount (5-4) (6)	Increase / (Decrease) Over 1991 Estimate Percent (6/4) (7)
Other Budgets						
Race Relations Committee	12,500	12,500	12,500	12,880	380	3.0%
H.S.P.C.A.						
-Purchase of Services	798,910	830,890	830,890	830,890	0	0.0%
-Nuisance Wildlife Program	31,460	1,609	20,000	0	(20,000)	-100.0%
Total H.S.P.C.A. Services	830,370	832,499	850,890	830,890	(20,000)	-2.4%
Mundialization Committee	8,110	6,338	7,790	8,030	240	3.1%
Status Of Women	10,450	10,950	10,950	11,280	330	3.0%
Promotion And Public Relations	124,028	134,711	151,000	31,000	(120,000)	-79.5%
Civic Awards, Receptions, Delegation Hostings	78,956	79,814	89,210	80,000	(9,210)	-10.3%
Grants	577,413	520,030	532,290	448,290	(84,000)	-15.8%
Total Other Budgets	1,641,827	1,596,842	1,654,630	1,422,370	(232,260)	-14.0%
Sub-Total Finance & Administration	69,313,194	73,204,697	74,945,840	77,877,770	2,931,930	3.9%

SUMMARY OF 1992 EXPENDITURE ESTIMATES BY COMMITTEE
- FINANCE AND ADMINISTRATION COMMITTEE -

Description (1)	1990 Actual (2)	1991 Actual (3)	1991 Estimate (4)	1992 Estimate (5)	Increase / (Decrease) Over 1991 Estimate: Amount (5-4) (6)	Increase / (Decrease) Over 1991 Estimate: Percent (6/4) (7)
Financials						
Owner's Debt - Local	477,490	401,720	401,720	328,080	(73,640)	-18.3%
Capital Levy (6 Mills)	5,902,000	6,004,000	6,004,000	3,817,650	(2,186,350)	-36.4%
Provision for Debt Reserve	14,724,000	15,075,000	15,075,000	15,395,000	320,000	2.1%
Provision for Other Reserves	6,177,391	3,228,027	2,135,100	2,442,000	306,900	14.4%
Financial - Various	3,610,326	4,756,888	4,134,400	4,322,840	188,440	4.6%
Contingency	0	25,000	25,000	0	(25,000)	-100.0%
Miscellaneous	694,807	2,478,394	694,600	572,650	(121,950)	-17.6%
Total Financials	31,586,014	31,969,029	28,469,820	26,878,220	(1,591,600)	-5.6%
TOTAL FINANCE AND ADMINISTRATION COMMITTEE	100,899,208	105,173,726	103,415,660	104,755,990	1,340,330	1.3%

SUMMARY OF 1992 EXPENDITURE ESTIMATES BY COMMITTEE

- PARKS AND RECREATION COMMITTEE -

Description (1)	1990 Actual (2)	1991 Actual (3)	1991 Estimate (4)	1992 Estimate (5)	Increase / (Decrease) Over 1991 Estimate Amount (5-4) (6)	Increase / (Decrease) Over 1991 Estimate Percent (6/4) (7)
Public Works						
Cemeteries Division	2,669,899	2,679,490	2,763,340	2,800,970	37,630	1.4%
Parks Division	8,819,976	9,232,736	9,201,320	9,737,870	536,550	5.8%
Total Public Works	11,489,875	11,912,226	11,964,660	12,538,840	574,180	4.8%
Culture And Recreation						
Recreation	8,958,480	9,769,243	10,202,990	11,295,780	1,092,790	10.7%
Culture	1,323,477	1,893,729	1,827,920	1,969,620	141,700	7.8%
Total Culture And Recreation	10,281,957	11,662,972	12,030,910	13,265,400	1,234,490	10.3%
Hamilton-Scourge Project	132,566	172,612	163,390	128,420	(34,970)	-21.4%
Hamilton Veterans Committee	10,640	11,648	16,260	16,260	0	0.0%
TOTAL PARKS AND RECREATION COMMITTEE	21,915,038	23,759,458	24,175,220	25,948,920	1,773,700	7.3%

SUMMARY OF 1992 EXPENDITURE ESTIMATES BY COMMITTEE

- PLANNING AND DEVELOPMENT COMMITTEE -

Description (1)	1990 Actual (2)	1991 Actual (3)	1991 Estimate (4)	1992 Estimate (5)	Increase / (Decrease) Over 1991 Estimate Amount (5-4) (6)	Increase / (Decrease) Over 1991 Estimate Percent (6/4) (7)
Building	4,294,676	4,229,227	4,353,150	4,330,800	(22,350)	-0.5%
Municipal Non-Profit (Hamilton) Housing	177,267	276,116	307,420	305,550	(1,870)	-0.6%
Hamilton Housing Co. Ltd. -Net Deficit	14,650	2,990	2,990	2,990	0	0.0%
Committee Of Adjustment	11,000	11,000	11,000	11,000	0	0.0%
Planning - By Region	1,827,684	1,954,580	1,938,170	2,007,610	69,440	3.6%
Mayor's Award Programme	0	0	1,200	0	(1,200)	-100.0%
TOTAL PLANNING AND DEVELOPMENT COMMITTEE	6,148,010	6,197,797	6,306,510	6,352,400	45,890	0.7%

SUMMARY OF 1992 EXPENDITURE ESTIMATES BY COMMITTEE

- TRANSPORT AND ENVIRONMENT COMMITTEE -

Description (1)	1990 Actual (2)	1991 Actual (3)	1991 Estimate (4)	1992 Estimate (5)	Increase / (Decrease) Over 1991 Estimate Amount (5-4) (6)	Percent (6/4) (7)
Traffic						
-For City	4,582,462	4,954,807	5,186,600	5,480,740	294,140	5.7%
Public Works						
-Streets & Sanitation Division	19,992,780	21,750,087	20,599,910	20,673,360	73,450	0.4%
-Fleet Services Division	285199	(16,865)	0	0	0	
Total Public Works	20,277,979	21,733,222	20,599,910	20,673,360	73,450	0.4%
Services Purchased From The Region						
-Local Roads	643,049	809,517	843,800	855,300	11,500	1.4%
Total Services Purchased	643,049	809,517	843,800	855,300	11,500	1.4%
TOTAL TRANSPORT AND ENVIRONMENT	25,503,490	27,497,546	26,630,310	27,009,400	379,090	1.4%

CHIEF ADMINISTRATIVE OFFICER

The functions of the ***Chief Administrative Officer*** include:

- Administering the affairs of the Corporation of the City of Hamilton in accordance with the policies recommended to and approved by City Council;
- Providing general direction to eleven City Departments in the administration of City Hall;
- Being responsive for setting agendas, together with managing the attendant financial and human resource inputs;
- Responsible for the operations of the Municipal Non-Profit (Hamilton) Housing Corporation, and Internal Control.

	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Total Expenditures	$176,444	$202,734	$185,970	$198,600

CITY CLERK'S DEPARTMENT

The purpose of the ***City Clerk's Department*** is to provide services and assistance to City Council, it's Committees and the general public, and to perform all functions required of the City Clerk by the Municipal Act:

- Provide secretarial services to City Council, Standing Committees, Sub-Committees and Special Purpose Committees;
- Provide administrative support staff to the Mayor and members of City Council;
- Administer the Records Management Programme;
- Administer the Municipal Freedom of Information and Protection of Privacy Act;
- Process and administer municipal licences and Regional trade licences;
- Conduct Municipal Elections;
- Provide 24 hour information services;
- Register births and deaths;
- Provide switchboard services;
- Provide printing and mail services for the City and Region;
- Co-ordinate Civic receptions and functions;
- Co-ordinate all commercial film-making activities in the City of Hamilton
- Administer the Hamilton Farmer's Market;
- Co-ordinate City advertising;
- Administer the Tax Rebate Programme;
- Co-ordinate Civic receptions and functions;
- Co-ordinate all commercial film-making activities in the City of Hamilton

1992 COMPARATIVE STATEMENT OF ESTIMATES

- CITY CLERK -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration	774,489	828,905	775,540	722,200
Licence Section	627,985	731,984	683,050	740,160
Legislative	499,873	511,341	552,340	591,860
Information Bureau (1)	0	116,625	117,470	110,600
Service Section – Mail & Printing	500,952	488,650	462,640	500,040
Hamilton Farmer's Market	249,848	290,990	259,020	280,940
Total Expenditures	2,653,147	2,968,495	2,850,060	2,945,800
Revenues				
Licence Section	954,877	826,078	904,000	986,000
Hamilton Farmer's Market	400,124	423,848	420,940	427,520
Total Revenues	1,355,001	1,249,926	1,324,940	1,413,520
Net Operations	1,298,146	1,718,569	1,525,120	1,532,280

(1) Information Bureau budget for 1990 contained in Administration Section

1992 COMPARATIVE STATEMENT OF ESTIMATES

- LEGISLATIVE -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Mayor's Office	339,589	363,562	352,860	365,270
Alderman's Offices (Direct Charges)	369,225	391,189	403,870	416,200
Alderman's Offices (Admin. Support)	449,717	510,062	459,620	492,170
Motor Vehicle Operation–Chauffered Cars	149,428	161,371	172,420	169,510
Memberships	13,489	13,232	13,240	13,860
Outside Groups	4,975	7,953	3,910	3,910
Total Expenditures	1,326,423	1,447,369	1,405,920	1,460,920
Revenues				
Total Revenues	0	0	0	0
Net Operations	1,326,423	1,447,369	1,405,920	1,460,920

TREASURY DEPARTMENT

The ***Treasury Department*** consists of five Divisions, namely: Budgets, Accounting, Revenue, Purchasing and City Garage.

- Subsection 77(1) of the Municipal Act, R.S.O. 1990, Chapter M.45 provides that the Council shall appoint a Treasurer; Section 77 to 93 makes reference to the responsibility of the City Treasurer; Section 139 to 154 refers to Money By-laws; Section 155 to 166 refers to yearly Rates and Estimates; Section 167 to 189 refers to Finances, and Section 362 to 447 refers to Municipal Taxes.

Budget Division

- Prepare goals and objectives, plans, and guidelines for the Budget;
- Monitor, guide, collect and co-ordinate Departmental revenue and expenditure budgets;
- Arrange the review process by the Management Team, Standing Committees, and ultimately Council where final Mill Rates are set;
- Administer Risk Management and Insurance;
- Apply and collect all subsidies from various Ministries;

Accounting Division

- Maintain, administer and control the budgetary policy and accounting records;
- Prepare City Financial Report including Local Boards;
- Control and administer effective procedures for safeguarding all assets and liabilities;
- Administer Payroll, Pension and Accounts Payable Sections (payments of goods and services supplied to the City and Local Boards)

Revenue Division

- Manage and control the billing and collection of all taxes and all other revenues;
- Proper and effective control of cash management and maintain investment policies;
- Maintain, administer, safeguard and control of all receipts, investments, and securities, and administer collection procedures;

TREASURY DEPARTMENT - Continued

Purchasing Division

* effectively provide a centralized purchasing function to acquire goods and services for all City and Regional Departments, Boards and Commissions;
* provide consulting services and improve effectiveness for the Library and members of the Co-operative Purchasing Group, including 32 agencies, on major purchases;
* provide current information to above groups of changes in the market place in prices, products and services;
* maximize the service of the Stores Inventory. This includes a constant turn-over of inventory and elimination of obsolete inventory;
* dispose of equipment and inventory at the greatest return to the City;
* continue to maintain, train employees and develop new programs for the automated purchasing system which was implemented January 1, 1989 in all City Departments;

City Garage Division

* provide a fleet of vehicles to City and Regional Departments as required;
* provide driver service for the Mayor and visiting dignitaries when required;
* deliver Council agendas and Committee agendas to the Aldermen and private citizens;

1992 COMPARATIVE STATEMENT OF ESTIMATES

- TREASURY -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures – Finance				
Administration/Stenographic	579,366	607,634	597,000	580,110
Budgets,Subsidies & Cash Management	187,802	183,142	181,020	196,860
Payroll/Pensions	265,758	285,910	298,500	315,010
Accounts Payable/Accounting	590,738	591,740	630,150	632,690
Sundry Revenue	367,301	402,720	426,470	455,620
Parking Violations	98,777	115,570	117,600	145,980
Taxation/Internal Control	777,280	795,163	785,430	823,380
	2,867,022	2,981,879	3,036,170	3,149,650
Purchasing Division				
Administration	197,340	252,178	224,290	250,110
Stores	172,421	178,771	188,930	148,980
	369,761	430,949	413,220	399,090
City Garage Division				
Administration	367,190	177,817	364,700	359,620
Store Expenditures	427,840	469,892	459,900	446,380
Store Revenues/Vehicles–Car Pool	(803,178)	(501,433)	(730,790)	(696,720)
	(8,148)	146,276	93,810	109,280
Total Expenditures	3,228,635	3,559,104	3,543,200	3,658,020
Revenues – Finance				
Interest – Investments	4,404,037	1,907,265	3,500,000	2,613,600
Sundry Revenues	97,465	67,872	79,580	67,000
Taxation	3,865,953	6,840,446	5,599,880	6,506,510
Total Revenues	8,367,455	8,815,583	9,179,460	9,187,110
Net Operations	(5,138,820)	(5,256,479)	(5,636,260)	(5,529,090)

INFORMATION SYSTEMS DEPARTMENT

Information Systems currently manages many large and complex Systems Applications on behalf of both the Corporation of the City of Hamilton and The Region of Hamilton-Wentworth. There are currently more than 100 major applications in operation including:

- On-line Financial Information System for Region and City including General Ledger, Purchasing, Accounts Payable, and Budgetary Control;
- Human Resources Personnel and Payroll for over 6,000 employees;
- Pension system for 1,000 retired employees;
- Property system (assessment and taxation) for 83,000 Realty and Business taxpayers;
- Building Permit system, for approximately 5,000 permits per year;
- Metered Water system for 49,000 metered water accounts;
- Social Services system which processes more than 6,000 cheques per month;
- Hamilton Public Library system for 2,500,000 titles for 9 branch Libraries;
- Support services for more than 800 workstation for word processing, spreadsheet analysis, electronic mail and other end user software;
- Maintenance Management systems for the Engineering, Public Works and Traffic Departments;
- On-line Transit Information system (including radio and data communications with 260 vehicles);
- Microfilming services (image and Computer output Microfilm) producing 3,200,000 images per year;

The co-ordination of Information Systems functions is considered to be of vital importance to the operation of the City and Region. The City and Region currently have the only known fully co-ordinated Information Systems function for any major Municipal area in Canada.

Major Information Systems Projects 1991+

- Property Database (and related) project to restructure property-related information into a common, accessible database;
- new customer-oriented taxation system;
- communications network implementation;
- Human Resources System improvements;
- new Maintenance Management System;

1992 COMPARATIVE STATEMENT OF ESTIMATES
- INFORMATION SYSTEMS -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration & Systems Planning	538,736	518,954	520,370	597,290
Systems Analysis	720,528	786,871	766,850	947,340
Host Systems–Disk & Tape Storage	0	0	595,900	539,160
Programming	709,038	749,460	794,610	904,170
Host Printing	0	0	161,400	166,100
Contracted Services	0	37,232	109,030	230,620
Business Systems–Central Processing	2,362,693	2,344,100	1,717,260	1,380,690
Business Systems–User Software	174,499	123,685	137,480	193,190
Communications	199,244	283,436	266,720	298,030
City Phone Charges	0	331,810	310,000	308,000
Data Entry	168,600	155,341	150,420	161,010
Process Control Systems	1,016,100	1,100,120	1,100,120	0
Support Services	225,920	302,655	298,940	389,060
Hardware & Software	772,084	937,121	1,072,640	924,640
Image Processing	160,300	164,045	162,810	171,920
Information Systems – Services	(3,816,549)	(4,187,738)	(4,076,730)	(3,194,700)
Total Expenditures	3,231,193	3,647,092	4,087,820	4,016,520
Revenues				
Total Revenues	0	0	0	0
Net Operations	3,231,193	3,647,092	4,087,820	4,016,520

LAW DEPARTMENT

Purpose:

"to ensure the efficient provision of the highest quality legal advice and representation, both preventive and remedial, to The Corporation of The City of Hamilton, by a professional team, maintained by a continuous program of staff development."

In addition to providing Council and its Committees with legal advice, the Law Department performs the following functions:

Corporate and Litigation Services

- Civil Litigation: defence of personal injury claims; WCB claims;
- Risk Management advice;
- By-law enforcement/Judicial Review applications;
- Labour and related appearances/opinions
- Contract negotiation/drafting/dispute resolution
- Legislative Drafting

Real Estate and Development Services

- Property transactions: eg. purchases, sales, leases, liens, encroachments
- Road closures/dedications
- Title searches/opinions
- Development agreements: eg. subdivisions, site plan control, preservice
- Land Related Administrative Tribunal representations: eg. OMB
- Expropriation Inquiries, Land Compensation Board;

	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Administration	$1,398,184	$1,632,061	$1,748,930	**$1,630,140**
Disbursements	21,862	24,924	29,000	**29,000**
Total Expenditures	$1,420,046	$1,656,985	$1,777,930	**$1,659,140**

HUMAN RESOURCES CENTRE

Purpose:

"To provide an advisory function, an information and control function and a service function for Departments of the Regional Municipality of Hamilton-Wentworth and the City of Hamilton in a pro-active manner, and to provide information to Councils of both organizations to enable them to make informed decisions."

Responsible for:

- Labour Relations;
- Wage & Salary Administration including Pay Equity;
- Employment Equity;
- Job Evaluation;
- Training;
- Occupational Health & Safety;
- Attendance Control;
- Worker's Compensation;
- Ergonomics;
- Employee Records;
- Benefits;
- Human Resources Information System including processing Payroll Data;
- Recruiting;
- Employment & Exit Interviews;
- Complement Control;
- Job Postings;
- Job Descriptions;
- Organizational Reviews

	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Services Provides By The Region	$1,941.893	$1,997,363	$2,132,620	$2,152,530
Pay Equity Committee	51,634	10,585	59,060	14,570
Total Expenditures	$1,993,527	$2,007,948	$2,191,680	$2,167,100

PROPERTY DEPARTMENT

The *Property Department* acts as landlord for the City and is building oriented. The Department consists of four Divisions, namely: Property Administration, Real Estate, Architectural, and Building Operations and Maintenance.

The responsibilities of the Divisions are as follows:

Property Administration

To standardize and co-ordinate the administrative functions of all Divisions, including the development of policies/procedures, budget preparation and monitoring, and other generic administrative functions which affect all Divisions.

Real Estate Division

To provide a complete package of real estate services to all departments of the municipal corporation and City Council, including the acquisition of property for municipal purposes, the disposal of real estate assets once they are deemed to be excess to municipal requirements, the marketing of industrial lands, the management of municipally owned real estate, the preparation of specifications for the control of demolition of buildings in order to clear land of improvements and prepare it for a municipal project, the provision of real estate appraisal expertise and advice and direction to City Council on all property matters. The same package of real estate services is provided to the Regional Municipality of Hamilton-Wentworth on a fee basis. In addition, the Division has the added responsibility of handling appraisal and acquisition services for the Municipal Non-Profit (Hamilton) Housing Corporation, the Township of Ancaster and Flamborough.

Architectural Division

To provide Project Management, Architectural Design, and Construction Management services to all City of Hamilton capital construction/building projects.

The Project Management service includes directing and co-ordinating the project team, which includes Consultant Architects, in the development of feasibility studies, estimates, schedules, performance standards, designs, construction documents, and in the administration and supervision of the construction contracts.

The Architectural Design service is provided by staff architects registered with the Ontario Association of Architects. The service provides professional leadership in the development of Client building requirements.

The Construction Management service includes choosing the means and methods of the constructed buildings, purchasing materials, and hiring sub and trade contractors.

In addition, the Division also provides Commissioning Services and Advisory Services.

Building Operations and Maintenance Division

To administer a complete building maintenance program for approximately 200 City owned facilities, including City Hall, recreation buildings and centres, arenas and outdoor pools, playgrounds, park buildings, housing units, fire halls, and historic sites.

PROPERTY DEPARTMENT - Continued

Building Operations and Maintenance Division

Divisional objectives are:

- To operate a preventive maintenance program;
- To provide a cleaning and caretaking service;
- To carry out renovations to Civic buildings as necessary;
- To provide 24 hour, 7 days per week maintenance coverage;
- To undertake energy conservation projects, major maintenance and capital repair/replacement programs;

The Division is also responsible for the ***Central Utilities Plant***, a centre for the supply and distribution of services to a number of buildings in the downtown core of the City. Electricity, fuel, water, heating, cooling and ventilation are provided to City Hall, the Art Gallery, Central Library, Central Market, the Downtown Underground Parking Garage, the Ontario Government Building, Copps Coliseum, Hamilton Place, and the Convention Centre. Day to day and preventive mechanical maintenance is also provided to this $60,000,000 physical plant which supplies environmental control to 1,500,000 square feet of office, institutional and entertainment space.

Within the Building Operations and Maintenance Division, the ***Central Utilities Plant***:

- Provides operational and maintenance resources relating to the supply and distribution of utility services for a number of buildings located in the downtown core of the City;
- Provides leadership, direction and scheduling of staff and resources in an effort to maximize productivity of the work force and to prioritize work in accordance with the needs established and funds provided;
- Provides a maintenance resource capable of maintaining system components and equipment to accepted standards while maintaining a low unit and life cycle cost;
- Ensures high technical and aesthetic standards for the facilities and provides a satisfactory and safe environment for all users with minimal depreciation of capital;

1992 COMPARATIVE STATEMENT OF ESTIMATES

- PROPERTY -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration – Real Estate Division	481,506	599,415	740,240	781,720
Administration – Architects Division	416,102	402,821	467,970	490,250
Administration – Building Operations & Mt	444,510	572,257	632,060	680,860
Maintenance City Hall, Public Buildings, Health Building,Civic Properties Rented	1,689,241	1,691,628	1,680,530	1,653,980
Composite Buildings	141,696	123,115	127,620	134,860
District Centres	1,454,485	1,467,020	1,589,040	1,628,150
Parks/Recreation Buildings/Playgrounds	1,275,206	1,489,093	1,479,990	1,492,950
Chedoke/King's Forest Golf Club Buildings	205,392	195,514	205,770	189,560
Historic Sites	135,491	96,760	111,170	148,350
Ivor Wynne Stadium/Other Locations	484,831	625,672	693,930	926,320
Repairs & Maintenance – Market/Library	146,450	471,033	463,780	510,850
Total Expenditures	6,874,910	7,331,507	7,724,130	8,147,600
Revenues				
Administration Fees – Demolitions	730	6,855	1,000	2,000
Rental – Cafeteria	0	0	0	27,500
Rental – City Hall	584,473	581,972	522,480	636,050
Civic Properties Rented	236,150	286,476	250,960	202,790
Total Revenues	821,353	875,303	774,440	868,340
Net Operations	6,053,557	6,456,204	6,949,690	7,279,260

1992 COMPARATIVE STATEMENT OF ESTIMATES

- CENTRAL UTILITIES PLANT -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Operations	547,964	573,434	656,960	628,170
Maintenance	775,711	561,566	588,690	557,520
City Hall	211,774	91,953	93,920	0
Ontario Government Building	261,130	299,127	278,640	315,870
Pedestrian Arcade/Overpass	38,324	32,119	47,730	36,740
Parking Authority Underground Garage	96,181	101,424	107,910	112,520
Copps Coliseum	332,521	384,844	359,700	382,810
Hamilton Central Library	251,733	12,130	0	0
Hamilton Place	208,474	239,048	237,350	252,510
Art Gallery	117,850	111,607	128,100	127,240
Hamilton Farmer's Market	72,888	8,702	11,550	0
Hamilton Convention Centre	259,685	252,912	307,430	282,490
Recoveries From Users	(611,656)	(694,520)	(711,850)	(743,550)
Total Expenditures	2,562,579	1,873,691	2,000,660	1,952,320
Revenues				
Total Revenues	0	0	0	0
Net Operations	2,562,579	1,873,691	2,000,660	1,952,320

THE PLANNING AND DEVELOPMENT DEPARTMENT

The ***Planning and Development Department*** provides land use planning services to the City of Hamilton. The Department's expertise covers all facets of municipal planning. Extending from long-range to current planning activities, the Department is responsible for:

* the formulation of long-range planning objectives and policies through the Official Plan, Secondary or Neighbourhood Plans, and related studies to guide growth while managing the natural, historic and architecturally significant attributes of the municipality;
* the implementation of these policies and plans through Zoning By-laws, Site Plans, and Land Division to maximize a high standard of urban design and energy efficiency in the development of the municipality.

The ***Planning and Development Department*** is primarily engaged in:

* administering the City's Official Plan; developing and administering Neighbourhood Plans; formulating/co-ordinating the City's Strategic Plan;
* representing the City's planning interests on special purpose committees and before hearing tribunals;
* undertaking and implementing long-range policy studies;
* processing zoning applications and site plan control applications; commenting on applications to the Committee of Adjustment, Land Division Committee, and Niagara Escarpment Commission;
* preparing and/or reviewing draft Zoning By-laws;
* conducting research and providing input on development and land use regulation matters;
* designating buildings of architectural/historic significance and heritage conservation districts;
* implementing the Heritage Fund programme;
* providing information services to the public on land use planning, statistical and related matters.

During 1991, the ***Planning and Development Department:***

* processed 99 rezoning applications; processed 80 site plan applications; processed 9 Official Plan amendments;
* commented on over 399 applications to the Committee of Adjustment, Land Division Committee and Niagara Escarpment Commission
* answered over 17,700 public enquiries on land use planning, statistical and related matters.

	1990 Actual	1991 Actual	1991 Estimate	**1992 Estimate**
Total Expenditures	1,827,684	1,954,580	1,938,170	**2,007,610**

HAMILTON FIRE DEPARTMENT

The ***Hamilton Fire Department***, under the direction of the Chief, is responsible for fighting fires and responding to a wide variety of non-fire related emergency conditions and life-threatening situations within the boundaries of the City of Hamilton. In addition, through Bylaw 6834, the department is authorized to assist other Hamilton-Wentworth Region fire departments under "Mutual Aid".

There are six divisions within the Hamilton Fire Department being Administration, Communications, Fire Prevention, Vehicle and Equipment Repair, Training and Firefighting. The department has 479 authorized staff. Operations are carried out from 12 fire stations, our Training Complex and Administration Office.

Our main objective is the protection from fire, of all life and property within the city. This is accomplished through our commitment to fire prevention programs, fire code enforcement and public education efforts; and an all inclusive in house firefighter training program.

Alarms, $ Loss, Fatalities - 1987 - 1991

	1991	1990	1989	1988	1987
Structural fires	532	530	541	554	519
Outdoor fires	869	766	762	863	802
Vehicle fires	306	248	257	285	255
Emergency calls	946	1,023	731	737	415
Assistance calls	1,340	1,410	1,310	1,282	1,304
Inhalator calls	7,488	6,807	4,386	4,371	2,711
Unnecessary calls	731	734	789	708	771
Accidental alarms	1,835	2,040	1,841	1,582	1,533
False (malicious) alarms	410	411	390	423	403
Total alarms	14,457	13,969	11,007	10,805	8,713
Estimated fire loss ($ millions)	8.84	7.57	12.05	8.87	6.01
Fire fatalities	10	6	5	7	7

HAMILTON FIRE DEPARTMENT - Continued

Emergency calls:

Vehicle accidents; elevator rescues; rescue of persons trapped or injured by equipment; personal injury accidents, etc.

Assistance calls:

Lock-ins; defective electrical wiring; faulty heating units; defective chimneys; assistance to police or public utilities; gas leak/fumes; t.v. aerials and hydro wires down; defective transformers; investigation of unknown odours and fires reported out.

Inhalator calls:

Heart problems; convulsions; epileptic seizures; drownings; breathing difficulties; suicides; strokes, etc.

Unnecessary calls:

Needless; smoke; steam; odour or reflections mistaken for fire.

Accidental alarms:

Servicemen working on or testing an alarm system; sprinkler head or pipes broken; heat or smoke detection systems activated, etc.

1992 COMPARATIVE STATEMENT OF ESTIMATES

- HAMILTON FIRE DEPARTMENT -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration	26,689,375	28,873,998	29,165,550	**31,022,010**
Motor Apparatus - Operations	746,910	826,438	815,210	**925,370**
Fire Protection - Water Service	1,278,360	0	0	**0**
Fire Prevention Bureau	1,082,234	1,190,846	1,238,450	**1,307,810**
Retirement Allowances	2,218	2,262	3,020	**3,020**
Drum Corps	6,500	7,050	7,050	**7,450**
Training Supplies	37,591	60,743	58,290	**51,290**
Total Expenditures	29,843,188	30,961,337	31,287,570	**33,316,950**
Revenues				
Administration (Fire Services-MTC , Inspection Fees,Fire Training Complex)	98,540	102,079	80,500	**94,700**
Total Revenues	98,540	102,079	80,500	**94,700**
Net Operations	29,744,648	30,859,258	31,207,070	**33,222,250**

BUILDING DEPARTMENT

The purpose of the ***Building Department*** is to service the public and to establish and maintain, through quality control in the framework of existing legislation, the minimum level of a safe, healthy and enjoyable living and working environment as laid out in the codes and by-laws under our jurisdiction.

The Department consists of four distinct divisions, with a total of approximately 90 staff members. Among our staff, there are various Professionals, Customer Service Representatives, Plan Examiners, Field Inspectors, Support Staff, Administrative and Management staff, all of them with different expertise and skills to serve the residents and business communities in our City.

Customer Services Section

Answers all inquiries from the general public, contractors, developers, architects, engineers, lawyers, real estate agents, etc., either by telephone or by talking to the customers in person, regarding the interpretation of the zoning and building regulations. Processes the building permit application, and ensures that all plans submitted with a permit application conform with applicable regulations and by-laws, such as, The Ontario Building Code, Hamilton Zoning By-Laws, etc.

Field Services Section

Conducts progressive field inspections to ensure that the projects, or the buildings, are in compliance with the approved plans, The Ontario Building Code, Hamilton Zoning By-Laws, Ontario Plumbing Code and other relevant by-laws. The division also enforces other Hamilton local by-laws, such as Property Standards By-Law, the Backyard By-Law, etc. The Inspectors also investigate unsafe buildings and ensure that proper corrective steps are taken. When necessary, the Inspector issues "Orders to Comply" or "Stop Work Orders" and initiates legal action to force compliance with the by-law requirements as specified per the Order issued.

Loans Division

Administers rehabilitation loan and grant programmes funded by the Federal and Provincial Governments. At the present time, the Loans Division is implementing eighteen (18) different programmes, as well as administering several loan and grant programmes for the Town of Dundas and the Township of Flamborough.

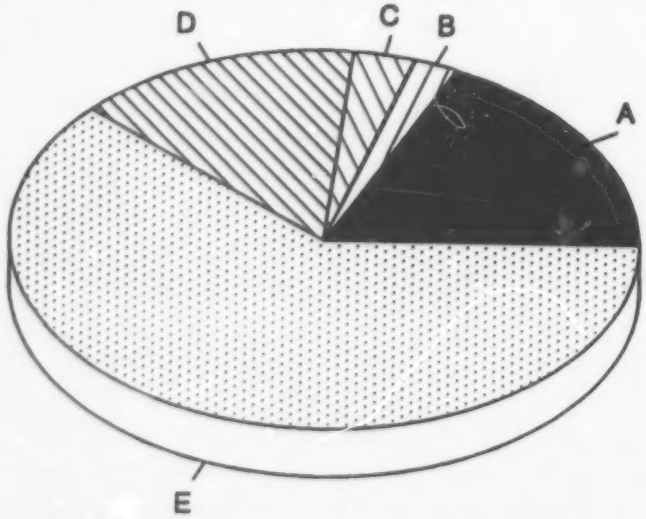
Committee of Adjustment

Deals with minor variances from requirements of the Hamilton Zoning By-Law.

BUILDING

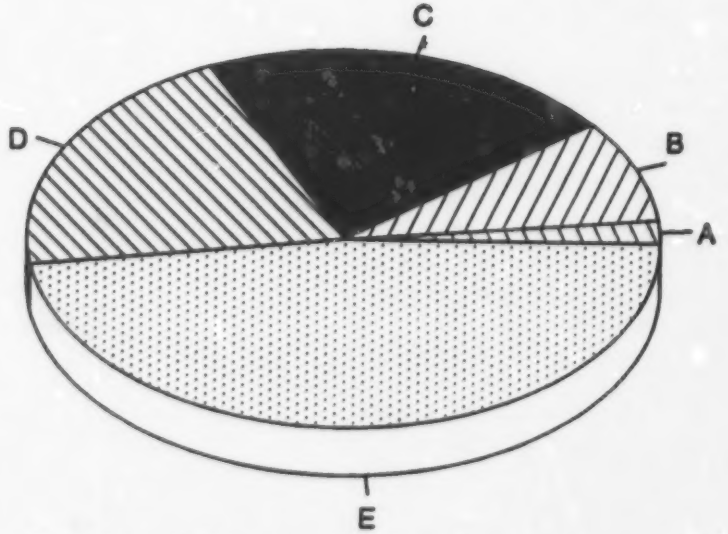
1991 Statistics

Total Construction Value	$150,630,619
Total Permits Issued	2,681
Zoning Verifications and Property Reports	4,868



Breakdown By Number Of Permits Issued

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Miscellaneous	488	18.2%
B	Industrial	60	2.2%
C	Institutional	84	3.1%
D	Commercial	391	14.6%
E	Residential	1,658	61.9%
		2,681	100.0%



Breakdown By Construction Value (000's)

Key (1)	Particulars (2)	Amount (3)	% of Total (4)
A	Miscellaneous	2,968	2.0%
B	Industrial	13,176	8.7%
C	Institutional	32,118	21.3%
D	Commercial	30,744	20.4%
E	Residential	71,625	47.6%
		150,631	100.0%

1992 COMPARATIVE STATEMENT OF ESTIMATES

- BUILDING -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration	621,453	578,637	493,660	670,800
Engineering,Zoning & Counter Services	1,136,957	1,264,718	1,226,440	1,304,730
Inspection Services	2,263,444	2,229,448	2,441,850	2,126,910
Loan Services	272,822	198,382	212,850	228,360
Trade Licence Function	0	(41,958)	(21,650)	0
Total Expenditures	4,294,676	4,229,227	4,353,150	4,330,800
Revenues				
Administration	2,217	9,086	1,000	3,000
Engineering,Zoning & Counter Services	3,433,895	2,286,735	3,000,000	2,200,000
Loan Services	143,994	112,332	154,500	154,500
Trade Licence Function	159,450	82,509	150,000	47,600
Total Revenues	3,739,556	2,490,662	3,305,500	2,405,100
Net Operations	555,120	1,738,565	1,047,650	1,925,700

TRAFFIC DEPARTMENT

The *Traffic Department* of The City of Hamilton consists of Administrative, Operations, Planning, and Community Traffic Services Divisions.

Administrative Division

- Provides the stenographic, clerical, payroll, accounts payable and accounting functions for the Department;
- Receives and answers inquiries from the public, other Departments and elected officials;
- Issues 1,900 on-street parking permits annually, in accordance with City By-laws;
- Co-ordinate staff training;

Operations Division

A full time staff of over 60, growing seasonally to over 80, is employed. Their duties include:

- ***Traffic Signals*** - install, maintain and operate over 330 traffic signals on all roads in the City and Region;
- ***Traffic Signs*** - manufacture and install over 17,000 new traffic signs annually, and maintain existing traffic signs on all roads within the City, and on Regional roads outside the City. Signs are also manufactured for supply to other departments, agencies and area municipalities;
- ***Pavement Markings*** - install and maintain in the City, and on Regional roads outside Hamilton, over 1,500 kilometres of lane dividing and centre lines and over 330 kilometres of crosswalk lines;
- ***Design and Drafting Services*** - provide for City and Region sign, signal, pavement marking and parking meter installation drawings;
- ***Engineering Services*** - review "functional" and "geometric" design proposals for the Regional Engineering Department;

Planning Division (Staff of 11)

- Review and technical transportation analysis of applications related to land development or use such as zoning, land division, site plans and neighbourhood design;
- Review and analysis of City and Regional policies with respect to transportation issues such as Official Plan and modifications to the Zoning By-law;
- Processing and analysis of approximately 8,000 motor vehicle collision reports annually for the Hamilton-Wentworth Region. Record information is committed to a computerized storage/retrieval system. An annual report summarizing collision statistics and trends is produced;
- Provide traffic expertise to all City and/or Regional studies;
- Conduct traffic studies such as traffic counts, delay studies, through traffic studies, speed studies and others to provide information for the needs of all City and Regional Departments respecting traffic movement;

Community Traffic Services Division

School Crossing Guards (Staff of approximately 200)

- Provide school crossing services for the Area Municipalities of Hamilton, Stoney Creek, Dundas, Ancaster and Flamborough;
- Technical studies are conducted to determine whether or not school crossing guards are required at specific locations for five Area Municipalities within the Region;

TRAFFIC DEPARTMENT - Continued

Parking Control (Staff 47)

- Provide enforcement of all on-and-off street parking regulations in the City;
- Recommend and approve signing of private properties for parking enforcement purposes;
- Prosecute parking violations in Court for five Area Municipalities and the Region;

Legislative Driveway Section (Staff of 4)

- Investigate and prepare approximately 400 reports each year for the City's Transport and Environment Committee and the Region's Engineering Services Committee respecting changes to various Traffic By-law regulations and traffic control devices;
- Administer the time limit exemption and "permit parking" programs for local residential streets within the City, including the issuance of approximately 1,900 permits each year;
- Conduct telephone and written surveys of residents respecting the implementation of "Permit Parking" and "Time Limit Parking" regulations on local residential streets in Hamilton;
- Review and recommend approval or denial of all boulevard parking applications - approximately 500 applications annually;
- Review and issue driveway approach approvals authorizing access from private property to the public highways for all major developments;
- Administer the City and Regional Traffic By-laws including the preparation in Bill form of over 50 By-law amendments each year;
- Attend public meetings to provide information and answer inquiries respecting various traffic and parking issues;
- Investigate and take appropriate enforcement action respecting visibility obstructions at intersections;

1992 COMPARATIVE STATEMENT OF ESTIMATES

- TRAFFIC -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration	635,730	705,228	697,540	732,380
Design & Engineering	145,125	170,415	148,440	196,040
Traffic By-law Enforcement	1,483,779	1,643,383	1,664,160	1,941,880
Neighbourhood Watch	5,922	2,782	8,000	4,000
School Crossing Guards	952,333	1,012,173	1,048,960	1,145,730
Outside Activities	1,377,249	1,441,824	1,638,490	1,478,230
Work Done For Others	(17,676)	(20,998)	(18,990)	(17,520)
Total Expenditures	4,582,462	4,954,807	5,186,600	5,480,740
Revenues				
Administration	205,346	223,121	221,560	230,200
Traffic By-law Enforcement	2,026,178	2,587,651	2,574,830	2,912,050
Front Yard Parking	29,360	37,101	30,000	41,100
On-Street Parking	26,015	31,105	22,230	24,700
Boulevard Parking	31,829	35,903	31,900	97,380
Approach Approvals	465	370	940	530
Private Parking Lots	4,278	4,324	4,480	4,740
Total Revenues	2,323,471	2,919,575	2,885,940	3,310,700
Net Operations	2,258,991	2,035,232	2,300,660	2,170,040

PUBLIC WORKS DEPARTMENT

The ***Public Works Department*** is the largest of the City Departments, has a permanent staff complement of over 600 employees, and an annual operating budget in excess of $45,000,000 (gross). There are five major service divisions within the Department: Administration, Cemeteries, Fleet Services, Parks and Streets & Sanitation.

Responsibilities by Section within the Divisions are as follows:

Administration

- Accounting, Payroll, Clerical and Admin. Assistants; handle estimated 50,000 telephone inquiries, complaints and requests annually; process purchase orders and requisitions; process time sheets for over 500 employees daily; as well as provide clerical and administrative support daily for most of the senior management staff of the Department;
- Driver Training and Safety - for safe operation of vehicles and equipment;
- Claims - investigation of claims filed against the City;
- Labour Relations and Project Co-ordination;

Cemeteries

- Administration, Operations, Care and Maintenance of 14 Cemeteries;

Fleet Services

- Acquisition and maintenance of the truck fleet and equipment utilized by three City Departments - this amounts to approximately 1,218 vehicles and major pieces of equipment;

Parks

- ***Development*** - design and supervision of construction of all new parks and the Waterfront (harbour front) parkland;
- ***Maintenance*** - daily care and maintenance of approximately 160 City Parks including 660 hectares of land, 155 community baseball diamonds and 30 community soccer/football fields;
- ***Forestry*** - care, maintenance and trimming of over 70,000 trees;
- ***Beautification*** - operation of the Greenhouses at Gage Park, The MUM Show, floral planting in City parks and around City buildings;
- ***Turf*** - maintenance of the Golf Courses - Chedoke (2-18 hole courses) and King's Forest (18-holes) and 4 lawn bowling clubs;
- ***Facilities*** - maintenance and operation of the various Stadia and Major Sports Facilities including Ivor Wynne, Brian Timmis, Bernie Arbour, Victoria Park, Sackville Hill Park Stadia as well as Mohawk Sports Park and Globe Sports Park;

Streets & Sanitation

- ***Streets***
  - year-round maintenance, repair, cleaning and snow clearing of over 1,600 kms. of City streets and 1,800 kms. of sidewalks;
  - cleaning of 20,000 catch basins;
  - noxious weed control;
- ***Sanitation***
  - domestic garbage collection for each household once per week;
  - domestic bulk garbage bulk garbage collection in conjunction with daily garbage collection;
  - "apartment" bulk collection contracts;
- ***Community Renewal*** - revitalization of parks, sidewalks, lighting, landscaping and street scaping in older areas and business districts in the City;

1992 COMPARATIVE STATEMENT OF ESTIMATES

- PUBLIC WORKS - STREETS AND SANITATION AND FLEET SERVICES -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures – Streets & Sanitation				
Administration	1,278,516	1,525,688	1,434,550	1,566,430
District Yard Maintenance	894,810	889,970	911,370	981,200
Noise Control	95,153	77,001	76,100	76,100
Garbage Collection	4,973,299	5,217,957	5,175,480	5,352,930
Roadway & Sidewalk Maintenance	4,803,830	5,117,213	5,149,150	5,338,770
Winter Maintenance	3,062,706	3,734,901	2,589,820	2,686,770
Arborist	1,720,462	1,892,231	1,715,420	1,792,140
Maintenance – Various	208,114	129,309	224,060	236,590
Special Projects	(13,439)	265,817	232,200	224,970
Local Roads	2,723,498	2,681,483	2,885,240	2,200,230
Community Renewal	245,831	218,517	206,520	217,230
	19,992,780	21,750,087	20,599,910	20,673,360
Fleet Services				
Administration	436,704	500,959	530,930	536,720
Shop Expenditures	2,587,799	2,437,434	2,586,220	2,684,340
Shop Revenues	(2,472,593)	(2,142,916)	(3,117,150)	(2,836,060)
Vehicle Operations	(266,711)	(812,342)	0	(385,000)
	285,199	(16,865)	0	0
Total Expenditures	20,277,979	21,733,222	20,599,910	20,673,360
Revenues				
Administration – Fleet Services	36,497	32,480	34,810	34,810
Administration – Streets & Sanitation	400,491	428,121	325,630	404,380
Roadway Tree Trimming	132,865	131,934	140,440	140,440
Total Revenues	569,853	592,535	500,880	579,630
Net Operations	19,708,126	21,140,687	20,099,030	20,093,730

1992 COMPARATIVE STATEMENT OF ESTIMATES

- PUBLIC WORKS - PARKS AND CEMETERIES -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures – Parks				
Administration	503,624	519,955	665,400	744,840
Park Maintenance	4,464,130	4,855,680	4,664,720	4,947,990
Lawnbowling And Golf Course	1,433,791	1,574,914	1,541,980	1,628,640
Horticultural	1,380,567	1,514,467	1,516,570	1,617,060
Development	131,920	179,944	127,390	133,670
Winter Operations	774,023	524,944	567,430	583,490
Special Projects Repair	54,596	36,112	36,230	16,230
Waterfront Development	77,325	26,720	81,600	65,950
	8,819,976	9,232,736	9,201,320	9,737,870
Cemeteries				
Administration/Operations	1,385,501	1,211,582	1,422,890	1,444,600
Burials,Removals,Dressing Graves,Care	405,877	532,296	452,640	464,390
Building Foundations and Setting Markers	28,557	36,686	46,040	47,340
Maintenance	849,964	898,926	841,770	844,640
	2,669,899	2,679,490	2,763,340	2,800,970
Total Expenditures	11,489,875	11,912,226	11,964,660	12,538,840
Revenues – Cemeteries				
Admission Fees – Mum Show	0	0	0	40,000
Administration – Cemeteries	9,594	11,570	10,860	14,550
Burials,Removals,Foundations,Setting Marker	525,201	604,564	647,810	664,420
Sale of Land	232,860	305,537	260,470	306,120
Perpetual Care/Pre Need Assurance Fund	248,332	301,723	280,000	238,600
Total Revenues	1,015,987	1,223,394	1,199,140	1,263,690
Net Operations	10,473,888	10,688,832	10,765,520	11,275,150

LOCAL ROADS - BY REGION

The *Roads Department* of The Regional Municipality of Hamilton-Wentworth administers *Local Roads and Engineering Services* for the City of Hamilton.

The projects and programs performed by the Department include:

Development Control

- Processing severance applications, draft plans, fee schedules, drainage complaints, site plans, zoning applications, grading plans, neighbourhood plans, Committee of Adjustment applications, NEC applications, Engineering Drawings of Subdivisions;

Encroachments

Bridge Maintenance

- Routine bridge rehabilitation and maintenance;

Railway Crossings and Safety (cost sharing arrangements specifically outlined by the National Transportation Agency of Canada)

- Signal maintenance - hardware maintenance at crossings with automatic protection;
- Infrastructure maintenance - pavement maintenance at asphalt/rubber railway crossings;

Legal Surveys and Services

- Legal surveys requested by City Departments, providing topographical and property information to clients;

Electrical Services

- Electrical services related to decorative street lighting, central heating and air conditioning.

	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Total Expenditures	$643,049	$809,517	$843,800	$855,300

CULTURE AND RECREATION DEPARTMENT

Mission Statement

"The ***Department of Culture and Recreation*** will contribute to the quality of life in the City of Hamilton by providing enhanced cultural and recreational opportunities for our citizens and visitors and our staff will provide responsive programs and services."

Our Goals

1. To support and develop voluntarism.
2. To program and operate our facilities professionally.
3. To optimize community resources.
4. To communicate and educate.
5. To forecast and evaluate on program needs.

- In general terms, the Department's operation budget is $11 million with revenues of $4.5 million;
- The Department employs 500 FTE's (Full Time Equivalents) which includes 300 seasonal/part-time;
- Culture and Recreation programs serve 20,000 members and attendances close to 2 million;
- The Department works with 200 sports and cultural groups, 25 Neighbourhood Rink Committees and 180 facility user groups;
- The Facilities include:
  - 12 Recreation Centres and Pools
  - 2 Community Centres
  - 8 Community Arenas & Skating Centres
  - 5 Museums
  - 3 Senior Citizen Centres
  - 2 Golf Courses
  - 8 Outdoor Pools
  - 1 Winter Sports Park
  - 88 Playgrounds & Wading/Spray Pools
  - 5 Day Camps

Along with Co-ordinating:

- Tennis Courts, Boccie Courts, Lawnbowling Areas;
- Allocating Baseball, Soccer, Football fields
- Canusa Games, Seniors District Games

- The Department supports many special events and provides assistance with many festivals in staging their programs; the Department includes many self operated special events and activities;
- Culture and Recreation is not only concerned with programming but community wellness and providing support for greater leisure opportunities and a healthier Hamilton;

1992 COMPARATIVE STATEMENT OF ESTIMATES

- CULTURE AND RECREATION -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration/Senior Citizen's Centres	1,889,946	2,082,170	1,631,530	1,883,830
Planning Events	206,716	226,979	380,320	384,210
Operations/Summer Programs/Active Living/ Special Needs/Rec. Services–Community	938,852	1,068,384	1,588,610	1,762,730
Arenas and Pools	1,953,188	2,193,607	2,353,040	2,517,640
District Centres	3,679,247	3,830,411	3,857,120	4,337,210
Chedoke Golf Club/Winter Sports Park	140,830	153,836	168,720	168,370
King's Forest Golf Club	89,649	79,356	91,920	89,830
Canusa /Community Development Services	60,052	134,500	131,730	151,960
Museums	1,323,477	1,893,729	1,827,920	1,969,620
Total Expenditures	10,281,957	11,662,972	12,030,910	13,265,400
Revenues				
Administration/Senior Citizen's Centres	34,999	38,375	41,810	44,340
Recreation Services – Community	42,454	51,680	45,150	53,230
Arenas and Pools	647,013	852,654	699,340	979,660
District Centres	1,184,351	1,303,511	1,066,400	1,319,310
Chedoke Golf Club/Winter Sports Park	887,203	847,444	927,480	904,800
King's Forest Golf Club/Winter Sports Park	520,423	532,851	575,600	601,370
Ivor Wynne/Brian Timmis Stadiums	161,709	163,662	147,780	160,300
Tennis/Lawnbowling/Rental Community Ctr.	41,040	34,157	39,990	33,570
Major Park Facilities	96,377	108,273	98,450	109,590
Museums	226,796	254,103	286,400	273,300
Total Revenues	3,842,365	4,186,710	3,928,400	4,479,470
Net Operations	6,439,592	7,476,262	8,102,510	8,785,930

THE HAMILTON & SCOURGE PROJECT

Hamilton and Scourge are two armed merchant vessels from the War of 1812 which capsized in a squall on August 8, 1813. Discovered in 90 metres of water off Port Dalhousie, Ontario, their identities were confirmed in 1975 as was their nearly perfect state of preservation. It was then understood that Hamilton and Scourge are the most perfectly preserved wrecks of historical significance in the world.

Title was transferred in 1980 from the US Navy to the City of Hamilton. The City's intention is to raise and exhibit the vessels in a world-class museum: an international tourist attraction. Also in 1980, Jacques Cousteau viewed Hamilton, and both vessels were part of a National Geographic Society/Hamilton-Scourge Project Survey in 1982.

Dives on the vessels were conducted during April and May 1990 as part of the Jason Project, a science-education endeavour. Data was beamed off a satellite and brought down in 14 museums across North America. 250,000 school children participated using a curriculum published by the National Science Teachers Association, drawing heavily on material and input from Hamilton-Scourge Project Staff.

The City of Hamilton in conjunction with the Provincial and Federal Governments must now decide if, when, how, to raise and exhibit the Hamilton and Scourge.

	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Total Expenditures	$132,566	$172,612	$163,390	**$128,420**

THE HAMILTON PUBLIC LIBRARY SYSTEM

The *Hamilton Public Library Board* is duly constituted as a corporation under the Public Library Act of Ontario, with the responsibility for the management and control of the Hamilton Public Library system. The Board is composed of eleven members appointed by the City of Hamilton. Two members are recommended by the Board of Education for the City of Hamilton, one member is recommended by the Hamilton-Wentworth Roman Catholic Separate School Board and two members are Aldermen for the City of Hamilton. The remaining 6 members are citizens appointed by the City. The Head Office is located at 55 York Boulevard, Box 2700, Station A, Hamilton, Ontario, L8N 4E4.

- The Library serves a population of 314,000 people. As well, The Central Library acts as the major resource library for the Hamilton-Wentworth Region which has a population of approximately 446,000;
- In addition to the Central Library, the Board operates 9 Branch Libraries, two Bookmobiles and a Visiting Library Service. In 1991, some 3,400,000 items were circulated, 598,000 information questions processed and programmes attracting an audience of 53,000 conducted. There are presently some 294,000 registered patrons. As of April, 1992, the Library employed 206 full-time and 30 part-time employees.

There are 7 major divisions within the Library and their functions are as follows:

Public Service Division
- Responsible for the circulation of materials, responding to information queries, developing and maintaining collections and providing programmes, tours and outreach services;

Technical Support Services
- Acquires and processes materials, creates and maintains the bibliographic data base and retrieves overdue items;

Library Automated Systems Development
- Participates in developing policies and strategies for automation and assists in its implementation;

Planning Department
- Responsible for the development and delivery of planning and performance measures;

Business Office
- Responsible for property management and the administration of the financial affairs of the Library;

Personnel Department
- Deals with all functions related to labour relations, Wage/salary and benefits administration, recruitment and the administration of personnel policies and procedures;

Public Relations Department
- Promote the purpose of the Library and to enhance its image;

The activities of the Library are best summarized by the mission statement which reads as follows: "To anticipate and respond to community needs for cultural, educational, recreational and information services and to serve the community by providing and promoting equitable access to these assets".

1992 COMPARATIVE STATEMENT OF ESTIMATES
- HAMILTON PUBLIC LIBRARY -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Central Library	10,065,051	11,147,496	11,081,290	**14,933,590**
Branch Libraries	3,240,319	4,057,952	4,018,830	**893,200**
Library Services	43,312	63,122	49,440	**52,470**
Total Expenditures	13,348,682	15,268,570	15,149,560	**15,879,260**
Revenues				
Central Library - Municipal Contribution	11,764,999	13,787,047	13,624,910	**14,336,540**
Central Library - Other	1,489,072	1,375,338	1,435,550	**1,449,720**
Branch Libraries	0	86	0	**0**
Library Services	94,611	106,099	89,100	**93,000**
Total Revenues	13,348,682	15,268,570	15,149,560	**15,879,260**
Net Operations	0	0	0	**0**

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

The *Hamilton Entertainment and Convention Facilities Inc. (HECFI)* was incorporated by a special act of the Province of Ontario on December 18, 1985, to maintain, operate, manage, market, and promote the Hamilton Place Theatre, the Hamilton Convention Centre, and the Victor K. Copps Trade Centre Arena, as social, cultural, educational and recreational facilities for the benefit of the City and the people of the City of Hamilton.

Included in HECFI's Mission Statement are the following more detailed objectives:

- to maximize the use of the three facilities, while providing balanced and diversified programming for patrons in the greater Hamilton and surrounding areas;
- via effective and efficient management to constantly work towards reducing the subsidization by The Corporation of The City of Hamilton for the three facilities;
- to use the three facilities as the catalyst to attract people from outside the region, and as a consequence positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops, etc.

All of the foregoing are to be achieved while pursuing excellence of management and service.

In 1991 HECFI achieved the following milestones:

	Number of Event Days	Number of Events/Performances	Attendance
Hamilton Convention Centre	309	647	218,610
Hamilton Place (Great Hall)	154	138	172,807
Hamilton Place (Studio Theatre)	177	142	37,041
Copps Coliseum	147	136	495,643
Total	787	1,063	924,101

1992 COMPARATIVE STATEMENT OF ESTIMATES

- HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. -

Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration	2,648,655	261,907	304,470	245,560
Food And Beverage	3,247,634	2,546,036	3,061,710	3,045,490
Events Delivery	2,184,977	2,260,450	2,496,250	2,450,780
Building Operations	1,933,372	1,154,532	1,291,270	1,330,490
Marketing And Promotion	0	1,597,960	1,913,460	1,642,250
Administration - CEO/Board	0	362,246	355,790	387,660
Finance And Administration	0	1,597,567	1,282,660	1,293,990
Total Expenditures	10,014,638	9,780,698	10,705,610	10,396,220
Revenues				
Municipal Contribution	2,596,276	2,705,170	2,705,170	2,705,170
Rentals,Licence Fees & Show Revenue	606,242	1,833,860	1,638,750	1,756,350
Other Rentals	3,938,164	384,600	423,450	434,560
Food, Beverage And Concessions	1,210,409	2,689,305	3,332,440	3,142,000
Recoveries	1,663,547	1,400,948	1,752,680	1,563,750
Other Revenue	0	766,815	853,120	794,390
Total Revenues	10,014,638	9,780,698	10,705,610	10,396,220
Net Operations	0	0	0	0

THE PARKING AUTHORITY OF THE CITY OF HAMILTON

The *Hamilton Parking Authority* was created through civic by-law and is charged with the responsibility of establishing and operating off-street and on-street parking in support of the commercial areas throughout the city.

The Board of Authority has objectives which are in support of the established business areas throughout Hamilton. In particular the Authority is very sensitive to the pressures placed on downtown merchants by the demands of the shopper and business person visiting the core of the City. The Authority attempts to meet these demands and others through the use of modern parking equipment, the provision of clean and safe facilities which are conveniently located, and by employing a very pleasant staff throughout all of its operations.

Some Relevant Statistics:

Number of Carparks: 54

Number of Spaces (off-street): 4,528

Number of Spaces (on-street): 1,760

Annual Budget: $5,300,000

Number of Employees: 57

Number of square feet required on a carpark per vehicle: 300

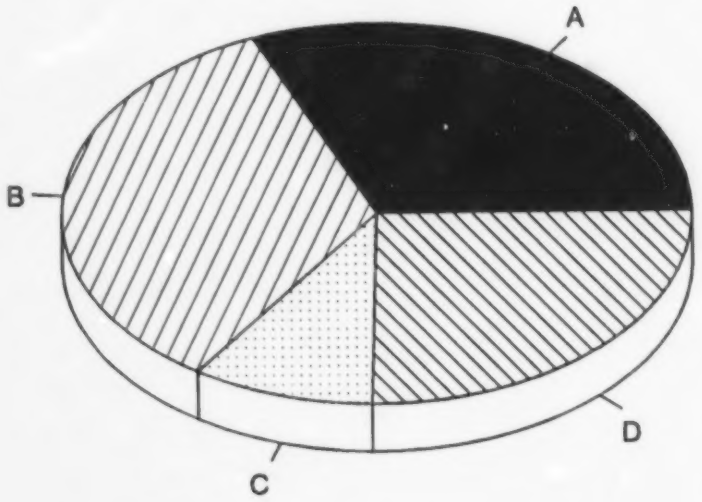
1992 COMPARATIVE STATEMENT OF ESTIMATES

- PARKING AUTHORITY -

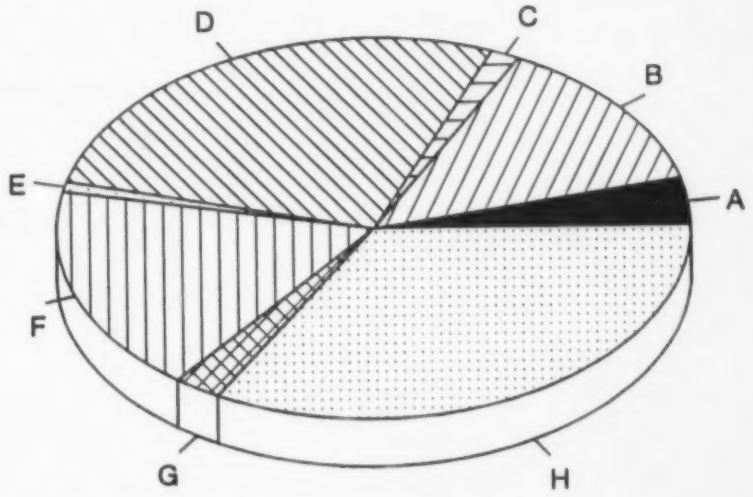
Description	1990 Actual	1991 Actual	1991 Estimate	1992 Estimate
Expenditures				
Administration	1,900,335	1,930,046	1,848,740	2,103,510
Permanent Facilities	1,728,943	1,754,386	2,096,250	1,833,500
Urban Renewal Lot	16,443	17,419	25,850	18,460
Underground Garage	1,049,271	1,377,517	1,581,020	1,603,550
On-Street Parking Facilities	196,843	299,858	236,860	85,500
Total Expenditures	4,891,835	5,379,226	5,788,720	5,644,520
Revenues				
Administration	564,384	435,628	498,790	230,100
Permanent Facilities	2,362,323	2,266,166	2,787,250	2,198,480
Urban Renewal Lot	26,706	32,185	32,000	34,000
Underground Garage	1,559,015	1,348,402	1,615,600	1,500,000
On-Street Parking Facilities	774,900	955,147	933,000	960,000
Total Revenues	5,287,328	5,037,528	5,866,640	4,922,580
Net Operations – Transfer To Reserve	395,493	(341,698)	77,920	(721,940)

CITY OF HAMILTON SHARE OF REGIONAL ESTIMATES

REVENUES



EXPENDITURES



Sources Of Revenue

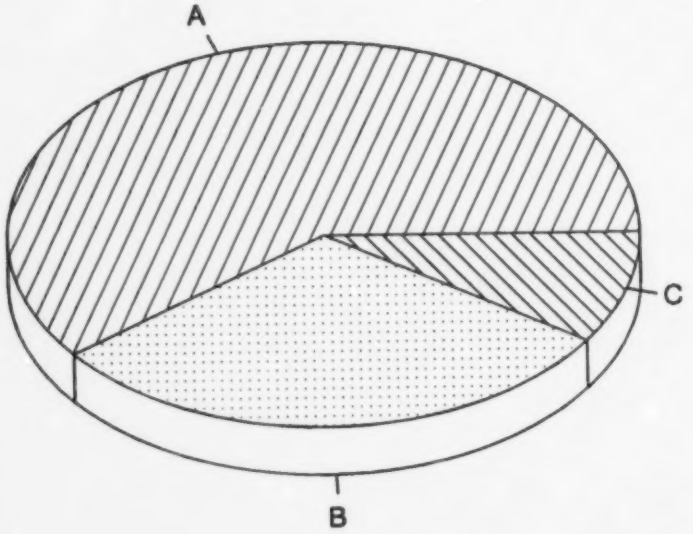
Key	Particulars	Amount	% of Total
A	Taxation		
	Levy	111,705	28.5%
	Supplementary Taxes	1,270	0.3%
	Payments-In-Lieu Of Taxes	7,214	1.8%
	Special Assessments	2,636	0.7%
		122,825	31.3%
B	Provincial Grants	133,894	34.1%
C	Water and Sewer Rates	36,527	9.3%
D	Other Revenues	99,515	25.3%
		392,761	100.0%

Purposes For Which Expended

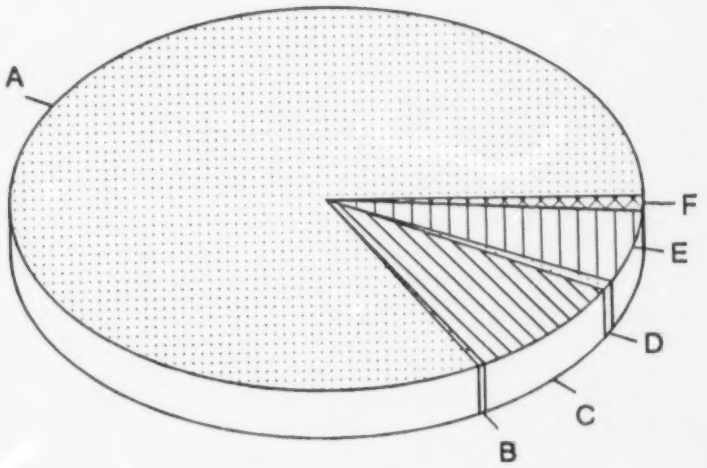
Key	Particulars	Amount	% of Total
A	General Government	16,071	4.1%
B	Protection to Persons & Property	51,954	13.2%
C	Transportation Services	106,059	27.0%
D	Environmental Services	69,503	17.7%
E	Health Services	9,503	2.4%
F	Social and Family Services	130,651	33.3%
G	Recreation and Cultural Services	5,759	1.5%
H	Planning and Development	3,261	0.8%
		392,761	100.0%

CITY OF HAMILTON SHARE OF EDUCATION ESTIMATES

REVENUES



EXPENDITURES



Sources Of Revenue

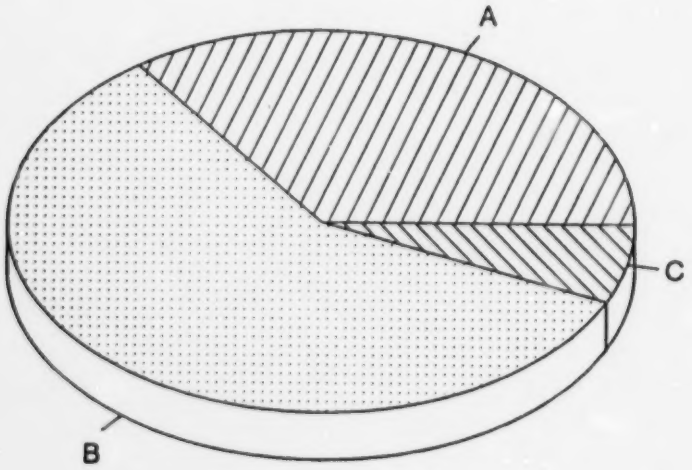
Key	Particulars	Amount	% of Total
A	Taxation		
	Levy	159,656	57.6%
	Supplementary Taxes	2,053	0.7%
	Payments-In-Lieu Of Taxes	2,809	1.0%
	Special Assessments	2,822	1.0%
		167,340	60.3%
B	Provincial Grants	83,625	30.2%
C	Other Revenues	26,427	9.5%
		277,392	100.0%

Purposes For Which Expended

Key	Particulars	Amount	% of Total
A	Salaries,Wages & Employee Benefits	229,615	82.8%
B	Travel,Personnel Training & Bursaries	887	0.3%
C	Books,Energy,Repairs,Supplies and Replacement and New Equipment	24,003	8.7%
D	Debt Charges	2,333	0.8%
E	Rentals,Fees,Contractual Services and Transfers to Other Boards	16,955	6.1%
F	Capital from Current/Perm.Improvements	3,599	1.3%
		277,392	100.0%

CITY OF HAMILTON SHARE OF HAMILTON-WENTWORTH ROMAN CATHOLIC SEPARATE SCHOOL BOARD ESTIMATES

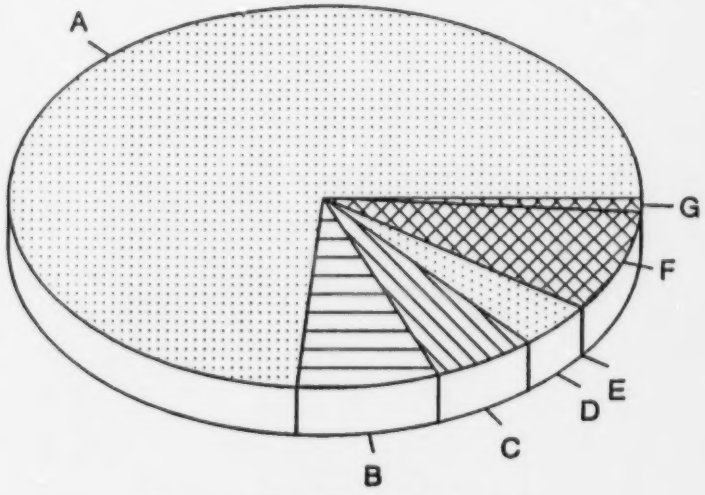
REVENUES



Sources Of Revenue

Key	Particulars	Amount	% of Total
A	Taxation		
	Levy	41,190	33.8%
	Supplementary Taxes	213	0.2%
	Payments-In-Lieu Of Taxes	669	0.5%
	Special Assessments	446	0.4%
		42,518	34.9%
B	Provincial Grants	71,018	58.4%
C	Other Revenues	8,161	6.7%
		121,697	100.0%

EXPENDITURES



Purposes For Which Expended

Key	Particulars	Amount	% of Total
A	Salaries,Wages & Employee Benefits	89,732	73.7%
B	Books,Energy,Supplies and Travel	8,848	7.3%
C	Capital Expenditures	6,417	5.3%
D	Fees and Contractual Services	4,780	0.1%
E	Replacements/Leases	62	3.9%
F	Transfers - Other Boards	10,474	8.6%
G	Other Expenditures	1,383	1.1%
		121,697	100.0%

CITY OF HAMILTON

1992 - 2001

CAPITAL

BUDGET

June, 1992

REPORT OF THE TREASURER

Introduction

It is with pleasure that I present to you the Capital Budget for the ten year period 1992 to 2001 inclusive, as approved by City Council Friday, March 27, 1992. The Committee of the Whole should be commended for the manner in which it approached the finalization of the thirty-eighth consecutive Capital Budget and for the first time undertaking a longer term approach by approving a ten year Capital Budget Program.

The Committee in recommending this Capital Budget has continued the past policy of controlling capital expenditures, while ensuring the City has the financial capability to provide the physical, social and cultural facilities necessary for the progress of the City of Hamilton.

With the approval of the Standing Committees, Management Team completed a review of the 1992-2001 Provisional Capital Budget Program. It considered a number of options and scenarios in recognition of the difficult economic times and the extent to which the Corporation could potentially assist in the recovery process, while still restraining ongoing budget costs that directly affect the City mill rate.

The debenture cost of all the preliminary capital projects received from the City Departments and Local Boards would have resulted in debt charges of 15.2% of the levy as opposed to the targeted 11.85%. The resultant average increase in debt charges over the prior year would have been 12.4%. The challenging assignment for the Management Team was to maintain a 5% or lower increase in debt charges over the prior year in line with previous expectations.

Process

The Management Team initially ranked all Capital Budget requests received using the following factors as a guide:

* Strategic Direction (Image of the City, Quality of Life, Transportation)
* Public/Employee Safety/Liability
* Legislated by Senior Levels of Government
* Needs Analysis/Feasibility Study (Demand, Equitable, Cost/Benefit)
* Economic Development

The Management Team placed higher priority on projects which meet the following criteria, particularly with respect to projects recommended for implementation in 1992 and 1993.

* produce jobs in the private sector
* are labour-intensive
* maintain existing municipal roads, buildings or other basic municipal infrastructure requirements
* reduce ongoing staffing and/or resource requirements for the Corporation

The Management Team also reviewed the relationship between the capital and current budgets and alternatives regarding the scheduling and financing of capital projects given the current economic conditions.

REPORT OF THE TREASURER

1) ***The relationship between the capital and current budget.***

Capital projects have an immediate effect on future current budgets in two ways. Increased debt charges are paid from future current budgets, and any net increase in staff or other Corporate resources required to operate any new facility are added to the current budget and hence the City mill rate.

2) ***The relationship between the economic downturn and Municipal expenditure.***

During the present difficult economic times:

- Project costs are usually less as more contractors and businesses compete for fewer projects.
- Interest rates are lower, reducing the cost of future debt charges.
- The expectation of minimal tax increases affects the ability of a Municipality to both stimulate the economy and take advantage of lower project and interest costs.
- It is difficult to maintain the upfront financing of capital projects (the four mill capital levy) emphasizing the full implementation of the "Pay-As You-Go" policy due to competing mill rate pressures and the desire for minimal tax increases.

One long-term strategy would be to reduce capital expenditures during inflationary periods and build extensive capital reserves for use in periods of recession when capital projects are needed to stimulate the economy and can be accomplished at reduced costs to the taxpayer.

A flexible Capital Budget, or Capital Budget Plan could be more responsive to the constantly changing economic, financial and community requirements. Future capital projects are reconsidered each year in view of the then current priorities as well as the economic and financial conditions.

The Management Team considered several different scenarios:

i) ***Reduction*** - Reduce the debt charges to zero by the year 2006.

ii) ***Status Quo*** - Maintain the debt charges at a 3% increase in future years.

iii) ***Increase*** - Increase the debt charges over the prior year by 8% or higher.

iv) ***Front-End*** - Increase capital spending to fund many of the five year projects in the first two years.

The "Reduction" scenario would not provide sufficient funding to finance even the basic infrastructure needs, whereas the "Increase" scenario would significantly increase debt charges over the long term.

The "Status Quo" and "Front-End" scenarios were then reviewed in more detail.

REPORT OF THE TREASURER

Based on an assessment of these two options, the Management Team recommended the "Front-End" scenario as a means of stimulating the local economy and job creation. This alternative would also take advantage of the current low interest rates and lower construction costs. Under this plan, 50% of the debt to be issued during 1992-2001 would be in the form of 15-year debentures at an (assumed) interest rate of 9.5% and the other 50% of the debt would be issued for 10-year amortization at an interest rate of 9.5%.

In order to "front-end" as many of the first five year projects as possible, and at the same time reduce the "ripple" effects on future current budgets as the debt charges are experienced, the timing with respect to transfers of capital from current, debt financing, and funding of road reconstruction programs were shifted as required. This acted to relieve the current budget in 1992 and 1993 and smooth the impact of debt charges throughout the five year term.

Benefits of "Front-End" Financing

The following benefits have been identified with the proposed "Front-End" financing plan.

* Concentrates capital project construction in 1992 and 1993 to stimulate the economy and jobs during the economic downturn.

* Capital projects are constructed under very competitive market conditions, hence at lower cost. Projects are financed during a period of low interest rates.

Risks of "Front-End" Financing

The risks in proceeding with the Capital Budget Plan as recommended to the Committee are as follows:

* If the recession continues past 1993/4, there will be lower capital funding available to stimulate/maintain local economy.

* Projects may be added in the third and fourth years of the program, reducing the advantage of the front-end funding by not achieving the reduction in debt charges in the 5th and 6th years.

* Interest rates could go significantly lower.

* No provision has been made for additional funding for Senior Government cost-sharing programs that may be announced in 1992 or 1993.

3) The relationship between "household growth-related" projects and Development Charges

Capital projects that are directly related to household growth and hence development charges should be scheduled to coincide with the probable match between the need for the facility and the receipt of sufficient Development Charges revenue.

In the absence of Development Charges, growth-related projects are paid for by the existing tax base (taxpayers) rather than those that are directly associated with the development that requires the capital expenditures.

REPORT OF THE TREASURER

However, it is not known to what extent the market is sensitive to Development Charges in a downturn when development is curtailed by other market and investment conditions.

It was recommended that a review of the impact, if any, on the current competitive position of Hamilton be performed. The review should recommend any actions that may be appropriate for consideration with respect to Development Charges to ensure that Hamilton remains competitive for development investment during the downturn.

4) Senior Level Government funding

The City has capital budget priorities that address basic Municipal infrastructure needs. Some Provincial subsidies are "capped" such that funding is insufficient to address projects that are eligible for funding. For example, deficient roadways are eligible for 50% Provincial Funding but the "cap" reduces subsidy levels to approximately 45%. This results in a higher portion of project costs being funded by the local taxpayer, either directly or over the years as debt charges.

Priority Ranking by the Management Team

The Management Team has ranked all capital projects for all Civic Departments and Local Boards, along with the Regional Planning and Engineering Departments, for inclusion in the City's 1992-2001 Provisional Capital Budget. Only five projects were not considered for funding and three projects were consolidated. The balance of the projects are kept within the ten year program, although some of them were delayed or revised.

The Municipal services included in this Capital Budget are summarized on the following page analyzed by function and amounts to be financed (with comparable prior years' information.)

The Corporation of the City of Hamilton

CAPITAL BUDGET PROGRAM

SUMMARY - MUNICIPAL GENERAL

	1990-1994		1991-1995		1992-2001	
	(000's)	%	(000's)	%	(000's)	%
Gross Capital Budget - Expenditure	217,908	100.0	204,059	100.0	390,275	100.0%
General Government	6,600	3.0%	15,257	7.5%	32,767	8.4%
Protection to Persons and Property	6,800	3.1%	12,650	6.2%	17,488	4.5%
Transportation Services	106,211	48.8%	112,361	55.1%	162,780	41.7%
Recreation and Cultural Services	51,315	23.6%	48,868	23.9%	158,715	40.7%
Planning and Development	39,732	18.2%	6,475	3.2%	9,835	2.5%
General Contingency	7,250	3.3%	8,448	4.1%	8,690	2.2%

	1990-1994		1991-1995		1992-2001	
	(000's)	%	(000's)	%	(000's)	%
Gross Capital Budget - Financing	214,379	100.0%	197,009	100.0%	390,275	100.0%
Pay-As-You-Go	32,335	15.1%	30,609	15.5%	56,484	14.5%
Debenture	39,462	18.4%	44,228	22.4%	160,226	41.1%
Reserves and Reserve Funds	56,707	26.5%	57,623	29.2%	79,733	20.4%
Other Receipts/User Fees, etc.	85,875	40.0%	64,549	32.9%	93,832	24.0%

	1990		1991		1992	
	(000's)	%	(000's)	%	(000's)	%
Gross Capital Budget - Financing	77,653	100.0%	59,660	100.0%	55,447	100.0%
Pay-As-You-Go	5,500	7.1%	5,970	10.0%	3,818	6.9%
Debenture	14,863	19.1%	7,770	13.0%	21,196	38.2%
Reserves and Reserve Funds	20,745	26.7%	18,347	30.8%	8,826	15.9%
Other Receipts/User Fees, etc.	36,545	47.1%	27,573	46.2%	21,607	39.0%

REPORT OF THE TREASURER

The statement noted below, under column (5), provides the debt charges as a percentage of the estimated adjusted municipal levy. You will note that for the first five years the 11.85% average percentage is less than the self-imposed limit of 12.5% and is a marginal increase over last year's approved parameter of 11.6%. Please also note that the average increase in debt charges between 1992 and 1996 would be 3.2%.

SUMMARY OF DEBT CHARGES AND PERCENTAGES TO LEVY AND ITS EFFECT OVER CURRENT BUDGET MILL RATE
(000'S)

Year (1)	Total City Annual Debt Charges to be Financed by City Mill Rate: Based on Original Submissions (2)	Total City Annual Debt Charges to be Financed by City Mill Rate: Approved by City Council (3)	Percentage of Adjusted Municipal Levy Required for Debt Charges: Based on Original Submissions (4)	Percentage of Adjusted Municipal Levy Required for Debt Charges: Approved by City Council (5)	Percentage Increase of Debt Charges over Prior Year: Based on Original Submissions (6)	Percentage Increase of Debt Charges over Prior Year: Approved by City Council (7)
1992	15,075	15,395	11.34%	11.58%	0.0%	2.1%
1993	19,771	15,565	14.44%	11.37%	31.2%	1.1%
1994	22,070	16,751	15.65%	11.88%	11.6%	7.6%
1995	24,135	18,471	16.61%	12.71%	9.4%	10.3%
1996	26,555	17,516	17.75%	11.71%	10.0%	(5.2%)
	107,606	83,698				
Average Percentage for the Five Years 1992-1996			15.6%	11.85%	12.4%	3.2%
1997	29,060	17,549	18.86%	11.39%	9.4%	0.2%

REPORT OF THE TREASURER

While City Council has been able to maintain the ratio of debt charges to levy below the City policy parameters of 12.5% (which are well below the Ontario Municipal Board (OMB) requirements), the Corporation still has to be conscious of the total debenture charges as forecasted which amounts to around $18 million by the year 1995, an increase of almost 20% over 1992.

The City, along with the area municipalities, recently participated with the Regional Municipality of Hamilton-Wentworth in a Canadian Dollar Bond issue in the Euro Market. The interest rate is 8.25% for the first five years and 8.75% for the second five years. The term of the debenture is ten years. **The Triple "A" credit rating through the Regional Municipality of Hamilton-Wentworth played a major role in achieving this borrowing rate which will be the lowest paid on regional borrowing since 1977.**

Recommended Level of Capital Projects

The Capital Budget Plan, as recommended, would result in the gross expenditure of 170 million dollars over the first 5 year period (1992 to 1996) with an estimated community job creation of 3,642 person years. This plan is intended to represent the contribution the Municipality can make to stimulate the economy without long term effects on tax rates. Capital spending in the second five year period (1997-2001) is currently projected to be 220 million dollars with an additional estimated community job creation of 3,947 person years.

The gross total expenditure of 390 million dollars for the ten year period (1992-2001) is financed by 94 million dollars from Receipts and Subsidies, 58 million dollars from Capital Levy, 78 million dollars from Reserves and Reserve Funds and the balance in the amount of 160 million dollars by the issuance of debentures. The details of the capital projects are outlined following this report.

The projects contained in this Capital Budget, as recommended by the Management Team, are within the financial capabilities of the City and represents a balanced program for the future planning and development of the City. The Committee of the Whole affirmed its confidence in this budget by adopting the recommendations as outlined on the following page.

Respectfully submitted

Allan C. Ross

Allan C. Ross, CMA
Treasurer

Recommendations adopted by the Committee of the Whole and City Council at its meeting held 1992 March 27, in part states:

(a) That the 1992-2001 Capital Budget and respective capital projects as outlined on the following pages for the City of Hamilton, representing the following financial parameters, be approved.

(i) That the average debenture charges expressed as a percentage of levy be 11.85% for the first 5 years, representing a marginal increase in last year's approved parameter of 11.6% (City's established policy is 12.5%) be approved.

(ii) That an average 3.2% increase per year in debenture charges between 1992 through 1996 and an average 5.0% increase per year between 1992 and 2001 be approved, in comparison with the previous year's approved parameter of a 5% increase per year.

(b) That the six mill capital levy with specific reference to the "Pay-as-You-Go" policy, be revised and approved to a four mill capital levy and a further reduction of $204,000.00 (reflecting a reduction of 1992 Road and Sidewalk Reconstruction Programme) in 1992, a five mill capital levy in 1993 and continue as a six mill capital levy in 1994 and on. This reduction of capital levy in 1992 and 1993 will result in a reduction in the City mill rate in the current budget during this recessionary period.

(c) That the Capital Budget be extended to a 10 year plan, replacing the current 5 year plus "funding beyond 5 years" plan, and that the Capital Budget be considered as a Capital Budget Plan in order to reflect an on-going requirement for flexibility to respond to future financing or Municipal needs and requirements. The last 5 years of the Plan are based on current information and are subject to change based on project and financial information that may change.

(d) That the Provincial Government be requested to remove the funding cap and restore a full 50% subsidy funding for the construction and maintenance of all Municipal highways and roadways that meet the Provincial funding subsidy criteria.

(e) That the CAO and Management Team initiate a review process throughout the entire year for subsequent Capital budget (for 1993-2002) Programme with a view to determining the feasibility of alternative methods of delivering the requested services and alternative funding sources.

(f) That future new proposals for Capital Budget projects as received from outside Agencies be referred to the CAO and Management Team for the preparation of a staff report for consideration by the respective Standing Committee of Council, and the new departmental projects be preferably

Recommendations adopted by the Committee of the Whole and City Council at its meeting held 1992 March 27, in part states:

introduced only in the fifth year of the capital programme, or where the department is able to trade-off an existing project already introduced in the previous year's capital programme.

(g) That the funding of future household growth-related projects be synchronized with the availability of funds from the Development Charges.

(h) That a review of the Development Charges be conducted with a view to ensuring that Hamilton remains in a competitive position during the recession but that future growth-related Capital expenditures are not funded from the existing tax base.

(i) That the Capital Budget Programme requiring debenture financing be endorsed and approved by City Council for submission to, and consideration by, the Ontario Municipal Board, through Regional Council.

(j) That projects starting in the year 1992 be approved for implementation as outlined on the following page indicating the method of financing; that the originating Department Head be directed to proceed with these projects, and that the City Solicitor be authorized to apply to the Ontario Municipal Board for all of the 1992 start date projects requiring debentures as indicated; that the Regional Municipality of Hamilton-Wentworth be requested to consent to the issuance of debenture for a term not to exceed twenty years as required for these Projects.

1992 CAPITAL BUDGET PROCESS

SEPTEMBER 12,1991

DEPARTMENTS AND LOCAL BOARDS ARE NOTIFIED TO PREPARE CAPITAL BUDGET MATERIAL

OCTOBER 16 ,1991

DEADLINE FOR RETURNIG COPIES OF FORMS TO TREASURY FOR PREPARATION OF PRELIMINARY CAPITAL BUDGET

JANUARY, 1992

DEPARTMENTS/BOARDS HAVE PROPOSED CAPITAL PROJECTS APPROVED BY STANDING COMMITTEES FOR FORWARDING TO FINANCE & ADMINISTRATION COMMITTEE FOR CONSIDERATION IN CAPITAL BUDGET

DECEMBER,1991-MARCH 1992

CAPITAL BUDGET MANAGEMENT TEAM SUB-COMMITTEE AND MANAGEMENT TEAM REVIEW INDIVIDUAL CAPITAL PROJECTS WITH DEPARTMENTS/BOARDS AT SPECIAL MEETINGS

FEBRUARY ,1992

CAPITAL BUDGET SUB-COMMITTEE CHANGES PROGRAMME TO A TEN-YEAR CAPITAL BUDGET PROGRAMME WITH ALL PROJECTS TO BE SUBMITTED

FEBRUARY 25,1992

INFORMATION REPORT PRESENTED TO COMMITTEE OF THE WHOLE INDICATES PRELIMINARY "WISH LIST" OF PROJECTS AND TEN-YEAR PROGRAMME

MARCH 26,1992

COMMITTEE OF THE WHOLE REVIEWS & APPROVES 1992-2001 CAPITAL BUDGET PROGRAM

MARCH 27,1992

CITY COUNCIL APPROVES THE 1992-2001 CAPITAL BUDGET PROGRAM

APPROVAL PROCESS FOR CAPITAL BUDGET AND CAPITAL PROJECTS

C.A.O./ Department Head/ Local Board Manager (1)	Standing Committee/ Local Board (2)	City Council (3)	Council Regional Municipality (4)	Ontario Municipal Board (5)

PHASE 1 - Approval of Capital Budget Program

Sign and Forward Completed Capital Project Request Form	Approve Departmental Capital Budget Submission	Approve Ten Year Capital Budget With Implementation Of Projects With a 1992 Start Date	Approve Resolution For Consent of Issuance of Debentures	Approve Debenture Quota For First Year of Capital Budget Approve Application by City Solicitor and Resolution of Regional Council For Debenture Financing

PHASE 2 - Approval of Individual Capital Budget Projects

Proceed With The Implementation Of Individual Project With 1992 Start Date Unless The Project Is Not Approved By City Council In Phase 1 Of The Process	Process Those Projects With A 1992 Start Date Which Require Further Consideration Prior To Implementation	Approve By-Law On Receipt Of OMB Orders If Financed By Debentures Approve Project And Funding If Not Approved During Phase 1 Of The Process	Approve Resolution For Consent of Issuance of Debenture For Additional Projects	Approve Application by City Solicitor and Resolution of Regional Council For Debenture Financing

Commence Individual Project

NOTE : The Finance & Administration Committee with the assistance of the C.A.O./Treasurer is responsible for monitoring the progress of all ongoing capital projects.

1992-2001 CAPITAL BUDGET PROGRAM

1992 CAPITAL PROJECTS APPROVED BY CITY COUNCIL

(THOUSANDS OF DOLLARS)

PROJ NO. (1)	DEPART-MENT (2)	PROJECT DESCRIPTION (3)	PROJECT START (4)	PROJECT FINISH (5)	GROSS COST (6)	RECEIPTS SUBSIDY (7)	NET COST (7)-(6) (8)	NET FINANCING 1992 (9)	1993 (10)	1994 (11)	1995 (12)	1996 & AFTER (13)	NATURE OF FINANCING (14)
PROJECTS FINANCED BY DEBENTURE - REQUIRES O.M.B. APPROVAL BEFORE STARTING:													
1.0	CLERK	OPTICAL SCAN - VOTING SYSTEM	1992	1993	550		550	50	500				DEBENTURE
11.0	PROP	JIMMY THOMPSON - REPLACEMENT OF POOL FILTRATION	1992	1992	250		250	250					DEBENTURE
12.0	PROP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1992	1992	300		300	300					DEBENTURE
58.0	PWD-E	HYDRO STREET LIGHTING CONVERSION PROGRAM	1992	1994	4,580	1,145	3,435	1,200	1,125	1,110			DEBENTURE
61.0	PWD-E	RECONSTRUCTION PROGRAM - LOCAL ROADS/SIDEWALKS	1992	1992	4,428	1,416	3,012	3,012					DEBENTURE
90.0	CUL/REC	STEAM MUSEUM PUMPHOUSE RESTORATION	1992	1994	550		550	110	220	220			DEBENTURE
111.0	PWD-P	HARBOURFRONT PARK REMEDIAL ACTION - STAGE 2	1992	1992	1,590		1,590	1,590					DEBENTURE
112.0	PWD-P	BASEBALL FACILITIES DEVELOPMENT	1992	1994	1,500		1,500	400	500	600			DEBENTURE
115.0	PWD-P	T. B. MCQUESTON PARK	1992	2000	14,853	7,500	7,353	50	500	850	950	5,003	DEBENTURE
137.0	LIBRARY	CENTRAL LIBRARY: FIRST FLOOR RENOVATIONS	1992	1992	542		542	542					DEBENTURE
139.0	LIBRARY	CONCESSION LIBRARY - EXPANSION	1992	1993	1,924		1,924	900	1,024				
		SUB-TOTAL DEBENTURE FINANCING			31,067	10,061	21,006	8,404	3,869	2,780	950	5,003	
PROJECTS FINANCED BY RESERVES & CAPITAL LEVY - 1992 PORTION CAN BE STARTED IMMEDIATELY AND THE BALANCE (1993 & AFTER) TO BE RESUBMITTED AGAIN FOR THE NEXT YEAR'S CAPITAL BUDGET PROGRAM:													
2.0	INF SYS	BASEMENT RENOVATION FOR SUPPORT SERVICE DIVISION	1992	1992	67		67	67					RCP
3.0	INF SYS	COMPUTER COMMUNICATIONS NETWORK REPLACEMENT	1992	1992	139		139	139					RCP
5.0	HOUSIN	MUNICIPAL NON-PROFIT HOUSING CORPN - LAND BANKING	1992	1992	2,000	2,000	0						RPP
9.0	PROP	ASBESTOS MANAGEMENT PROGRAM - CIVIC BUILDINGS	1992	1992	550		550	550					RCP
10.0	PROP	ENERGY CONSERVATION PROJECTS	1992	1992	100	100	0						CUR BUDGET
14.0	PROP	PROPERTY PURCHASES - GENERAL	1992	1993	500		500	500					RPP
15.0	PROP	CITY HALL STAND ALONE BOILERS- HOT WATER GENERATION	1992	1992	100		100	100					RCP
16.0	PROP	VARIOUS CAPITAL REPLACEMENTS/REVISIONS & NEW EQUIP	1992	1992	70		70	70					RCP-C
44.0	FIRE	FIRE STATION- UPPER SHERMAN & FENNELL CONSTRUCTION	1992	1993	3,200		3,200	1,000	2,200				CL
48.0	ENG	1992 CITY'S SHARE OF SERVICES - UNSUBDIVIDED LAND	1992	1992	800		800	800					RSTUL/RCP
53.0	TRAFFIC	TRAFFIC SIGNALS - LOCAL ROADS - PROVISIONS	1992	1992	130	42	88	88					RCP
56.0	PWD-E	CITY'S SHARE OF LOCAL IMPROVEMENTS - INDUSTRIAL	1992	1992	220		220	220					CL/RCP
57.0	PWD-E	CITY'S SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1992	1992	571	183	388	388					CL
60.0	PWD-E	RECONSTRUCTION PROGRAM - LOCAL ROADS/SIDEWALKS	1992	1992	3,392	1,086	2,306	2,306					CL
70.0	PWD-S/S	QUANSIT STRUCTURE REPAIRS - UPPER OTTAWA YARD	1992	1992	50		50	50					RCP

1992–2001 CAPITAL BUDGET PROGRAM

1992 CAPITAL PROJECTS APPROVED BY CITY COUNCIL

(THOUSANDS OF DOLLARS)

PROJ NO. (1)	DEPART-MENT (2)	PROJECT DESCRIPTION (3)	PROJECT START (4)	PROJECT FINISH (5)	GROSS COST (6)	RECEIPTS SUBSIDY (7)	NET COST (7)–(8) (8)	NET FINANCING 1992 (9)	1993 (10)	1994 (11)	1995 (12)	1996 & AFTER (13)	NATURE OF FINANCING (14)
PROJECTS FINANCED BY RESERVES & CAPITAL LEVY - 1992 PORTION CAN BE STARTED IMMEDIATELY AND THE BALANCE (1993 & AFTER) TO BE RESUBMITTED AGAIN FOR THE NEXT YEAR'S CAPITAL BUDGET PROGRAM:													
72.0	PWD–S/S	UPGRADING MAINTENANCE DEPOTS	1992	1992	50		50	50					RCP
79.0	P A	STUDY & DESIGN– EXISTING & FUTURE PARKING PROJECTS	1992	1992	100		100	100					ROSP
80.0	P A	LAND ACQUISITION – GENERAL	1992	1992	1,000		1,000	1,000					ROSP
81.0	P A	UP GRADING OF EXISTING PARKING FACILITIES	1992	1992	725		725	725					ROSP
82.0	P A	PARKING DECK – GO TERMINUS	1992	1992	50		50	50					ROSP
83.0	P A	DEMOLITION AND SITE PREPARATION	1992	1992	100		100	100					ROSP
88.0	CUL/REC	CHEDOKE POOL WASHROOMS	1992	1992	270		270	270					RCP
89.0	CUL/REC	HAMILTON PLAYSTRUCTURE DEVELOPMENT	1992	1992	350		350	350					RPL
93.0	CUL/REC	BOCCE COURT DEVELOPMENT	1992	1992	50		50	50					RCP
110.0	PWD–P	HARBOURFRONT PARK REMEDIAL ACTION – STAGE 1	1992	1992	8,135	8,135	0						SUBSIDY
113.0	PWD–P	PARK DEVELOPMENT & REDEVELOPMENT PROGRAMME	1992	1992	1,200		1,200	1,200					RPL
114.0	PWD–P	PARKLAND ACQUISITIONS	1992	1992	1,000		1,000	1,000					RPL
116.0	PWD–P	LIGHTING SAFETY IMPROVEMENT – VARIOUS LOCATIONS	1992	1992	177		177	177					RCP
117.0	PWD–P	IVOR WYNNE STADIUM RENOVATIONS & REPAIRS	1992	1992	101		101	101					RWS/RCP
119.0	PWD–P	GAGE PARK – RECONSTRUCTION OF CARPET BEDS	1992	1992	60		60	60					RPL
128.0	HECFI	FACILITY MANAGEMENT SYSTEM	1992	1992	315		315	315					RCP-H/RTS
129.0	HECFI	REPLACEMENTS & RENOVATIONS FOR FACILITIES & EQUIPMEN	1992	1992	175		175	175					RCP-H/RTS
130.0	HECFI	HAMILTON PLACE STUDIO THEATRE EQUIP. & RENOVATIONS	1992	1992	32		32	32					RCP-H
131.0	HECFI	HCC: REFURBISH/RENOVATE WENTWORTH EXHIBITION HALL	1992	1992	250		250	250					RCP-H/RTS
132.0	HECFI	HAMILTON PLACE: BARRIER FREE ACCESSIBILITY	1992	1992	75		75	75					RCP-H
136.0	LIBRARY	AUTOMATION & COLLECTION ACCESS: PHASE IV	1992	1992	142		142	142					RCP-L
140.0	LIBRARY	OFFICE AUTOMATION – 1992 PHASE	1992	1992	84		84	84					RCP-L
149.0	PWD–CR	FERGUSON AVENUE REVITALIZATION – CONSULTANT	1992	1992	60		60	60					RCP
		SUB–TOTAL – RESERVE FINANCEING			26,390	11,546	14,844	12,644	2,200	0	0	0	
		1992 CAPITAL PROJECTS			57,457	21,607	35,850	21,048	6,069	2,780	950	5,003	

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

******** SUMMARY ********

(000'S)

PROJECT DESCRIPTION	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
GENERAL GOVERNMENT												
CITY CLERK'S DEPARTMENT	550	0	50	500	0	0	0	0	0	0	0	0
INFORMATION SYSTEMS	668	0	206	0	296	166	0	0	0	0	0	0
HOUSING DEPARTMENT	5,705	5000	0	0	0	705	0	0	0	0	0	0
HUMAN RESOURCES CENTRE	1,047	500		100			447					
PROPERTY DEPARTMENT	24,797	100	1,770	1,405	2,447	3,048	6,183	3,844	1,500	1,500	1,500	1,500
SUB-TOTAL	32,767	5,600	2,026	2,005	2,743	3,919	6,630	3,844	1,500	1,500	1,500	1,500
PROTECTION TO PERSONS AND PROPERTY												
THE HAMILTON SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS	3,500	290	0	0	0	0	1,070	1,070	1,070	0	0	0
FIRE DEPARTMENT	13,988	0	1,000	2,200	420	0	3,000	1,536	0	1,000	4,832	0
SUB-TOTAL	17,488	290	1,000	2,200	420	0	4,070	2,606	1,070	1,000	4,832	0
TRANSPORTATION SERVICES												
DEPARTMENT OF ENGINEERING	19,742	588	800	800	900	1,300	1,400	2,627	2,577	2,758	2,923	3,069
TRAFFIC DEPARTMENT	750	240	88	0	0	0	0	92	92	92	92	54
DEPARTMENT OF PUBLIC WORKS												
- LOCAL ROADS	99,038	30,824	7,126	6,336	6,357	7,284	7,322	7,071	6,553	6,636	6,721	6,808
- STREETS & SANITATION DIVISION	2,645	0	100	175	455	670	195	500	550	0	0	0
PARKING AUTHORITY	40,605	32,980	1,975	950	3,400	650	650	0	0	0	0	0
SUB-TOTAL	162,780	64,632	10,089	8,261	11,112	9,904	9,567	10,290	9,772	9,486	9,736	9,931
RECREATION & CULTURAL SERVICES												
DEPARTMENT OF CULTURE & RECREATION	89,707	0	780	3,370	4,535	970	1,550	3,516	9,506	17,930	21,850	25,700
DEPARTMENT OF PUBLIC WORKS - PARKS	49,168	20,910	4,578	2,423	3,000	2,600	3,650	2,893	2,959	2,573	2,540	1,042
HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. (H.E.C.F.I.)	2,995	0	847	455	598	565	530	0	0	0	0	0
HAMILTON PUBLIC LIBRARY	16,845	0	1,668	1,091	179	133	141	299	3,313	4,304	341	5,376
SUB-TOTAL	158,715	20,910	7,873	7,339	8,312	4,268	5,871	6,708	15,778	24,807	24,731	32,118

CAPITAL BUDGET PROGRAM 1992 - 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

******** SUMMARY ********

(000'S)

PROJECT DESCRIPTION	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
PLANNING AND DEVELOPMENT												
PLANNING DEPARTMENT	2,000	0	0	0	0	0	0	2,000	0	0	0	0
DEPARTMENT OF PUBLIC WORKS - COMMUNITY RENEWAL	7,835	2,400	60	100	400	975	1,500	500	900	200	500	300
SUB-TOTAL	9,835	2,400	60	100	400	975	1,500	2,500	900	200	500	300
CAPITAL CONTINGENCY												
GENERAL CONTINGENCY	8,690	0	190	500	500	500	500	1,000	1,000	1,500	1,500	1,500
TOTAL MUNICIPAL GENERAL	390,275	93,832	21,238	20,405	23,487	19,566	28,138	26,948	30,020	38,493	42,799	45,349
PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS												
CAPITAL LEVY		56,484	3,818	4,053	5,094	6,124	6,155	6,186	6,217	6,248	6,279	6,310
RESERVES AND RESERVE FUNDS		79,733	8,826	5,697	8,186	4,984	5,333	1,994	4,850	10,860	15,636	13,367
SUB-TOTAL		136,217	12,644	9,750	13,280	11,108	11,488	8,180	11,067	17,108	21,915	19,677
NET TOTAL MUNICIPAL GENERAL TO BE FINANCED BY DEBENTURE	390,275	230,049	8,594	10,655	10,207	8,458	16,650	18,768	18,953	21,385	20,884	25,672
SELF-SUSTAINING TRANSPORTATION SERVICES												
DEPARTMENT OF PUBLIC WORKS - LOCAL ROADS	10,260	3,678	1,506	461	484	507	533	559	588	617	648	679
NET TOTAL CAPITAL BUDGET PROGRAM	400,535	233,727	10,100	11,116	10,691	8,965	17,183	19,327	19,541	22,002	21,532	26,351

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	GENERAL GOVERNMENT															
	CITY CLERK'S DEPARTMENT															
1 001.0 2 DEB	OPTICAL SCAN - VOTING SYSTEM	1992	1993	550			50	500								
	INFORMATION SYSTEMS															
1 002.0 2 RCP	BASEMENT RENOVATION FOR SUPPORT SERVICE DIVISION	1992	1992	67			67									
1 003.0 2 RCP	COMPUTER COMMUNICATIONS NETWORK REPLACEMENT	1992	1994	285			139		146							
1 004.0 2 RCP	COMPUTER SOFTWARE (Annual Operating Cost $32,000)	1994	1995	316					150	166						
	SUB-TOTAL			668	0		206	0	296	166	0	0	0	0	0	0
	HOUSING DEPARTMENT															
1 005.0 2 RPP	MUNICIPAL NON-PROFIT HOUSING CORPORATION - LAND BANKING	1992	1996	5,000	5,000	R-NPH										
1 006.0 2 DEB	HAMILTON HOUSING REPLACEMENT OF HEATING & ELECTRICAL - ADA PRITCHARD	1995	1995	705						705						
	SUB-TOTAL			5,705	5000		0	0	0	705	0	0	0	0	0	0
	HUMAN RESOURCES CENTRE															
1 007.0 2 RCP	HUMAN RESOURCE INFORMATION SYSTEM	1993	1996	1,047	500	R-REG		100			447					

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	GENERAL GOVERNMENT															
	PROPERTY DEPARTMENT															
1 009.0 2 RCP	ASBESTOS MANAGEMENT PROGRAM - CIVIC BUILDINGS	1992	1992	550			550									
1 010.0 2 CF	ENERGY CONSERVATION PROJECTS	1992	1992	100	100	CF										
1 011.0 2 DEB	JIMMY THOMPSON POOL - REPLACEMENT OF POOL FILTRATION	1992	1992	250			250									
1 012.0 2 DEB	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1992	1992	300			300									
1 014.0 2 RPP	PROPERTY PURCHASES - GENERAL	1992	1993	1,100			500	600								
1 015.0 2 RCP	CITY HALL - STAND ALONE BOILERS - HOT WATER GENERATION	1992	1992	100			100									
1 016.0 2 RCP-C	VARIOUS CAPITAL REPLACEMENT/ REVISIONS & NEW EQUIPMENT	1992	1992	70			70									
1 017.0 2 RCP	ACCOMMODATION REQUIREMENTS - CITY HALL	1993	1996	300				50	50	100	100					
1 018.0 2 RCP	MAJOR MAINTENANCE TO CIVIC BUILDINGS	1993	1996	1,650				350	400	400	500					
1 019.0 2 DEB	RYERSON RECREATION CENTRE - REPLACEMENT OF POOL FILTRATION	1993	1993	275				275								
1 020.0 2 RCP	CITY HALL - FAN PLENUM RETROFIT	1993	1993	60				60								

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	GENERAL GOVERNMENT															
	PROPERTY DEPARTMENT *- Continued*															
1 021.0 2 RCP	VARIOUS CAPITAL REPLACEMENT/ REVISIONS & NEW EQUIPMENT	1993	1996	290				70	70	70	80					
1 022.0 2 DEB	ENERGY CONSERVATION PROJECTS	1994	1996	400					100	200	100					
1 023.0 2 DEB	PROPERTY PURCHASES - GENERAL	1994	1996	2,800					600	1,000	1,200					
1 024.0 2 RCP	HAMILTON FARMERS MARKET - ROOF REPLACEMENT	1994	1994	130					130							
1 025.0 2 DEB	INCH PARK - POOL FILTRATION RENOVATION	1994	1994	427					427							
1 026.0 2 DEB	ROSEDALE ARENA - REPLACEMENT OF ROOF DECK	1994	1994	180					180							
1 027.0 2 DEB	SCOTT PARK ARENA - REPLACEMENT OF ROOF DECK	1994	1994	150					150							
1 028.0 2 RCP	WESTMOUNT & MOUNTAIN ARENA - BOILER REPLACEMENT	1994	1994	150					150							
1 029.0 2 RCP	COPPS COLISEUM - STEAM TO HOT WATER CONVERSION	1994	1994	190					190							
1 030.0 2 RCP	MAJOR ACCOMMODATION UPGRADES - CITY HALL - STUDY	1995	1995	100						100						
1 031.0 2 RCP	CITY HALL - ROOF REPLACEMENT	1995	1995	330						330						
1 032.0 2 DEB	MOUNTAIN ARENA - REPLACEMENT OF ROOF DECK	1995	1995	250						250						

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	GENERAL GOVERNMENT															
	PROPERTY DEPARTMENT - Continued															
1 033.0 2 DEB	PARKDALE POOL - POOL FILTRATION RENOVATION	1995	1995	448						448						
1 034.0 2 RCP	BUILDING AUTOMATION SYSTEM UPGRADE	1995	1995	150						150						
1 035.0 2 DEB	MAJOR ACCOMMODATION UPGRADES - CITY HALL - CONSTRUCTION	1996	1997	5,000							3,000	2,000				
1 036.0 2 DEB	CORONATION POOL - POOL FILTRATION RENOVATION	1996	1996	470							470					
1 037.0 2 DEB	CONVERT AIR CONDITIONING EQUIPMENT FROM CFC - 11 TO SUVA - 123	1996	1997	504							160	344				
1 038.0 2 RCP	COPPS COLISEUM MAJOR OVERHAUL OF REFRIGERATION/ AIR CONDITIONING	1996	1996	230							230					
1 039.0 2 RCP	REPLACEMENT OF EXISTING CHILLERS AND ASSOCIATED EQUIPMENT	1996	1996	343							343					
1 040.0 2 DEB	PROPERTY PURCHASES - GENERAL	1997	2001	7,500								1,500	1,500	1,500	1,500	1,500
	SUB-TOTAL			24,797	100		1,770	1,405	2,447	3,048	6,183	3,844	1,500	1,500	1,500	1,500
	TOTAL GENERAL GOVERNMENT			32,767	5,600		2,026	2,005	2,743	3,919	6,630	3,844	1,500	1,500	1,500	1,500

CAPITAL BUDGET PROGRAM 1992 - 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	PROTECTION TO PERSONS AND PROPERTY															
	THE HAMILTON SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS															
1 043.0 2 DEB	CAPITAL CONSTRUCTION GRANT - H.S.P.C.A. HEADQUARTERS	1996	1998	3,500	290	RHSPCA					1,070	1,070	1,070			
	SUB-TOTAL			3,500	290		0	0	0	0	1,070	1,070	1,070	0	0	0
	FIRE DEPARTMENT															
1 044.0 2 CL	FIRE STATION - UPPER SHERMAN AND FENNELL CONSTRUCTION	1992	1993	3,200			1,000	2,200								
1 045.0 2 DEB	PUBLIC SAFETY TRUNKING RADIO COMMUNICATIONS - INCREASED COST	1994	1994	420					420							
1 046.0 2 DEB	FIRE STATION - RAY STREET - CONSTRUCTION	1996	1997	4,536							3,000	1,536				
1 047.0 2 DEB	INDOOR TRAINING FACILITY	1999	2000	5,832										1,000	4,832	
	SUB-TOTAL			13,988	0		1,000	2,200	420	0	3,000	1,536	0	1,000	4,832	0
	TOTAL PROTECTION TO PERSONS AND PROPERTY			17,488	290		1,000	2,200	420	0	4,070	2,606	1,070	1,000	4,832	0

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	TRANSPORTATION SERVICES															
	DEPARTMENT OF ENGINEERING															
1 048.0 2 RSTUL /RCP	1992 CITY'S SHARE OF SERVICES - ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1992	1992	800			800									
1 049.0 2 RCP	CITY'S SHARE OF SERVICES - ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1993	1993	800				800								
1 050.0 2 DEB	CITY'S SHARE OF SERVICES - ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1994	1996	3,600					900	1,300	1,400					
1 051.0 2 RCP	REPLACEMENT OF VALLEY INN ROAD BRIDGE	1997	1997	806	370 218	RS C of B						218				
1 052.0 2 DEB	CITY'S SHARE OF SERVICES - ROADS, CURBS & SIDEWALKS THROUGH UNSUBDIVIDED LAND	1997	2001	13,736								2,409	2,577	2,758	2,923	3,069
	SUB-TOTAL			19,742	588		800	800	900	1,300	1,400	2,627	2,577	2,758	2,923	3,069
	TRAFFIC DEPARTMENT															
1 053.0 2 RCP	TRAFFIC SIGNALS (TWO) - LOCAL ROADS (Annual Operating Cost $6,500)	1992	1992	130	42	RS	88									
1 054.0 2 RCP	TRAFFIC SIGNALS - LOCAL ROADS - PROVISIONS (Annual Operating Cost $8,000)	1997	2001	620	198	RS						92	92	92	92	54
	SUB-TOTAL			750	240		88	0	0	0	0	92	92	92	92	54

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	TRANSPORTATION SERVICES															
	DEPARTMENT OF PUBLIC WORKS															
	- LOCAL ROADS															
1 056.0 2 CL/RCP	CITY'S SHARE OF LOCAL IMPROVEMENTS - INDUSTRIAL	1992	1993	220			220									
1 057.0 2 CL	CITY'S SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1992	1993	571	183	RS	388									
1 058.0 2 DEB	HYDRO STREET LIGHTING PROGRAM - HIGH PRESSURE SODIUM LUMINAIRE CONVERSION (Annual Operating Savings $275,000)	1992	1994	4,580	1,145	ONT HYD	1,200	1,125	1,110							
1 060.0 2 CL	RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS & OTHER SIDEWALKS - LOCAL ROADS	1992	1992	3,392	1,086	RS	2,306									
1 061.0 2 DEB	RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS & OTHER SIDEWALKS - LOCAL ROADS	1992	1992	4,428	1,416	RS	3,012									
1 062.0 2 CL	CATCH BASIN AND DRAIN CONNECTION PROGRAMS	1993	1996	200				50	50	50	50					
1 063.0 2 CL/RCP	CITY'S SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1993	1996	2,585	828	RS		408	428	449	472					
1 064.0 2 CL	RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS & OTHER SIDEWALKS - LOCAL ROADS	1993	1996	26,323	8,427	RS		1,542	4,769	5,785	5,800					
1 065.0 2 DEB	RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS & OTHER SIDEWALKS - LOCAL ROADS	1993	1996	7,662	2,451	RS		3,211		1,000	1,000					

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	TRANSPORTATION SERVICES															
	DEPARTMENT OF PUBLIC WORKS															
	- LOCAL ROADS -Continued															
1 066.0 2 CL	CATCH BASIN AND DRAIN CONNECTION PROGRAMS	1997	2001	702								127	134	140	147	154
1 067.0 2 CL/RCP	CITY'S SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1997	2001	4,025	1,288	RS						496	520	546	573	602
1 068.0 2 CL	RECONSTRUCTION PROGRAM OF ROADWAYS, ABUTTING SIDEWALKS & OTHER SIDEWALKS - LOCAL ROADS	1997	2001	43,750	14,000	RS						5,848	5,899	5,950	6,001	6,052
1 069.0 2 DEB	QUEEN STREET STEPS - CONSTRUCTION	1997	1997	600								600				
	SUB-TOTAL			99,038	30,824		7,126	6,336	6,357	7,284	7,322	7,071	6,553	6,636	6,721	6,808

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
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(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	TRANSPORTATION SERVICES															
	DEPARTMENT OF PUBLIC WORKS															
	- STREETS & SANITATION DIVISION															
1 070.0 2 RCP	QUANSIT STRUCTURE REPAIRS - UPPER OTTAWA YARD (Annual Operating Cost $10,000)	1992	1992	50			50									
1 072.0 2 RCP	UPGRADING MAINTENANCE DEPOTS	1992	1996	250			50	50	50	50	50					
1 073.0 2 RDC	SUBDIVISION SNOW BLOWERS MOUNTED (FOUR) (Annual Operating Cost $13,000)	1993	1996	545				125	135	140	145					
1 074.0 2 DEB	FERGUSON YARD - CONSTRUCTION	1994	1995	320					150	170						
1 075.0 2 RDC	SANDER WING PLOW UNIT (Annual Operating Cost $98,000)	1994	1994	120					120							
1 076.0 2 RDC	SUBDIVISION REFUSE PACKER 25 YARD HIGH DENSITY (Annual Operating Cost $230,000)	1995	1995	140						140						
1 077.0 2 RDC	SUBDIVISION STREET SWEEPER (Annual Operating Cost $93,000)	1995	1995	170						170						
1 078.0 2 DEB	BRAMPTON STREET YARD - CONSTRUCTION	1997	1998	1,050								500	550			
	SUB-TOTAL			2,645	0		100	175	455	670	195	500	550	0	0	0

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	TRANSPORTATION SERVICES															
	PARKING AUTHORITY															
1 079.0 2 ROSP	STUDY & DESIGN - EXISTING & FUTURE PARKING PROJECTS	1992	1996	300			100	50	50	50	50					
1 080.0 2 ROSP	LAND ACQUISITION - GENERAL	1992	1996	2,600			1,000	400	400	400	400					
1 081.0 2 ROSP	UP GRADING OF EXISTING PARKING FACILITIES	1992	1996	1,325			725	300	100	100	100					
1 082.0 2 ROSP	PARKING DECK - GO TERMINUS (Annual Operating Cost - $120,000)	1992	1994	2,800			50		2,750							
1 083.0 2 ROSP	DEMOLITION AND SITE PREPARATION	1992	1996	500			100	100	100	100	100					
1 084.0 2 ROSP	MAIN/FERGUSON CARPARK DECKING - JOINT PROJECT (Annual Operating Cost - $280,000)	1993	1993	3,780	3,680	OR		100								
1 085.0 2 ROSP	UNDERGROUND PARKING DECK - BOARD OF EDUCATION (Annual Operating Cost - $260,000)	1995	1995	10,000	10,000	UF										
1 086.0 2 ROSP	CITY HALL CAR PARK DECK	1997	1997	10,500	10,500	UF										
1 087.0 2 ROSP	PARKING STRUCTURE - SOUTH EAST QUADRANT (Annual Operating Cost - $450,000)	1998	1998	8,800	8,800	UF										
	SUB-TOTAL			40,605	32,980		1,975	950	3,400	650	650	0	0	0	0	0
	TOTAL TRANSPORTATION SERVICES			162,780	64,632		10,089	8,261	11,112	9,904	9,567	10,290	9,772	9,486	9,736	9,931

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
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(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	RECREATION & CULTURAL SERVICES															
	DEPARTMENT OF CULTURE & RECREATION															
1 088.0 2 RCP	CHEDOKE POOL WASHROOMS (Annual Operating Cost - $4,000)	1992	1992	270			270									
1 089.0 2 RPL	HAMILTON PLAYSTRUCTURE DEVELOPMENT (Annual Operating Cost - $40,000)	1992	1996	950			350	150	150	150	150					
1 090.0 2 DEB	STEAM MUSEUM PUMPHOUSE RESTORATION	1992	1994	550			110	220	220							
1 091.0 2 DEB	RIVERDALE RECREATION CENTRE (Annual Operating Cost - $300,000)	1993	1994	6,600				2,600	4,000							
1 092.0 2 DEB	RYERSON THERAPEUTIC HOT POOL (Annual Operating Cost - $20,000)	1993	1993	400				400								
1 093.0 2 RCP	BOCCE COURT DEVELOPMENT (Annual Operating Cost - $10,000)	1992	1994	115			50		65							
1 094.0 2 DEB	WADING POOL CONVERSIONS	1994	1995	200					100	100						
1 095.0 2 DEB	DUNDURN CASTLE RESTORATION (Annual Operating Cost - $42,000)	1995	1996	1,620						620	1,000					
1 096.0 2 RCP	HAMILTON AQUATIC CENTRE - STUDY	1995	1995	100						100						
1 097.0 2 DEB	DALEWOOD RECREATION CENTRE RETROFIT	1996	1996	400							400					
1 098.0 2 DEB	HAMILTON/SCOURGE PROJECT - ARTIFACTS (Annual Operating Cost - $30,000)	1997	1998	650								300	350			

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

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(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	RECREATION & CULTURAL SERVICES															
	DEPARTMENT OF CULTURE & RECREATION - Continued															
1 099.0 2 RPL	INTEGRATED PLAYSTRUCTURE FOR GAGE PARK (Annual Operating Cost - $3,000)	1997	1997	96								96				
1 100.0 2 DEB	STEAM MUSEUM 1913 BUILDING RESTORATION (Annual Operating Cost - $41,000)	1997	1999	970								220	220	530		
1 101.0 2 DEB	HAMILTON AQUATIC CENTRE - CONSTRUCTION (Annual Operating Cost - $463,000)	1997	1999	14,900								2,900	4,500	7,500		
1 102.0 2 DEB	WHITEHERN RENOVATION	1998	1998	436									436			
1 103.0 2 DEB	CHILDREN'S MUSEUM REDEVELOPMENT (Annual Operating Cost - $88,000)	1998	1999	8,800									4,000	4,800		
1 104.0 2 RDC	SOUTH/EAST MOUNTAIN RECREATION CENTRE (Annual Operating Cost - $695,000)	1999	2000	12,600										5,100	7,500	
1 105.0 2 DEB	INDOOR MULTI-SPORTS COMPLEX (Annual Operating Cost - $243,000)	2000	2001	13,600											6,600	7,000
1 106.0 2 RDC	SOUTH/WEST MOUNTAIN RECREATION CENTRE (Annual Operating Cost - $662,000)	2000	2001	12,800											6,300	6,500
1 107.0 2 DEB	MILITARY MUSEUM RE - DEVELOPMENT (Annual Operating Cost - $69,000)	2000	2001	3,450											1,450	2,000
1 108.0 2 DEB	MUSEUM STORAGE FACILITY (Annual Operating Cost - $77,000)	2001	2001	4,200												4,200

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	RECREATION & CULTURAL SERVICES															
	DEPARTMENT OF CULTURE & RECREATION - Continued															6,000
1 109.0 2 DEB	ARTS CENTRE (Annual Operating Cost - $243,000)	2001	2001	6,000												
	SUB-TOTAL			89,707	0		780	3,370	4,535	970	1,550	3,516	9,506	17,930	21,850	25,700

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	RECREATION & CULTURAL SERVICES															
	DEPARTMENT OF PUBLIC WORKS - PARKS															
1 110.0 2 DEB	HARBOURFRONT PARK REMEDIAL ACTION - STAGE 1	1992	1992	8,135	7,500 217 418	P INT RHW										
1 111.0 2 DEB	HARBOURFRONT PARK REMEDIAL ACTION - STAGE 2	1992	1992	1,590			1,590									
1 112.0 2 DEB	BASEBALL FACILITIES DEVELOPMENT (Annual Operating Cost - $40,000)	1992	1994	1,500			400	500	600							
1 113.0 2 RPL	PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME (Annual Operating Cost - $50,000)	1992	1992	1,200			1,200									
1 114.0 2 RPL	PARKLAND ACQUISITIONS	1992	1996	4,000			1,000	600	700	800	900					
1 115.0 2 DEB	T. B. MCQUESTON PARK (Annual Operating Cost - $200,000)	1992	2000	14,853	7,500	PE	50	500	850	950	950	1,000	1,000	1,000	1,053	
1 116.0 2 RCP	LIGHTING SAFETY IMPROVEMENT - VARIOUS LOCATIONS	1992	1993	410			177	233								
1 117.0 2 RIWS/ RCP	IVOR WYNNE STADIUM RENOVATIONS & REPAIRS	1992	1995	591			101	90	250	150						
1 118.0 2 RPL	PARK DEVELOPMENT AND REDEVELOPMENT PROGRAMME (Annual Operating Cost - $50,000)	1993	1996	2,600				500	600	700	800					
1 119.0 2 RPL	GAGE PARK - RECONSTRUCTION OF CARPET BEDS	1992	1992	60			60									

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	RECREATION & CULTURAL SERVICES															
	DEPARTMENT OF PUBLIC WORKS - PARKS - Continued															
1 120.0	CRYSTAL PALACE - STUDY	1996	1996	6,275	5,275	PE					1,000					
2 DEB	AND CONSTRUCTION											160	118	132	59	
1 121.0	IRRIGATION SYSTEM	1997	2000	469												
2 DEB	- VARIOUS LOCATIONS											116	81	291	81	
1 122.0	CHEDOKE GOLF/SKI	1997	2000	569												
2 DEB	IMPROVEMENTS (Annual Operating Cost - $26,000)											397	368	250	145	
1 123.0	PARKING LOTS AND PATHWAY	1997	2000	1,160												
2 DEB	REPAIRS - VARIOUS LOCATIONS											320	24		302	142
1 124.0	LIGHTING FACILITY	1997	2001	788												
2 RCP	ENHANCEMENT - VARIOUS LOCATIONS (Annual Operating Cost - $18,000)											900	900	900	900	900
1 125.0	PARK DEVELOPMENT AND	1997	2001	4,500												
2 RPL	REDEVELOPMENT PROGRAMME (Annual Operating Cost - $50,000)												378			
1 126.0	CHEDOKE MOUNTAIN STEPS	1998	1998	378												
2 DEB	(Annual Operating Cost - $40,000)												90			
1 127.0	FORESTRY - RENOVATIONS	1998	1998	90												
2 RCP	- UPPER OTTAWA YARD															
	SUB-TOTAL			49,168	20,910		4,578	2,423	3,000	2,600	3,650	2,893	2,959	2,573	2,540	1,042

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	RECREATION & CULTURAL SERVICES															
	HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. (H.E.C.F.I.)															
1 128.0 2 RCP-H/ RTS	FACILITY MANAGEMENT SYSTEM (Annual Operating Savings - $98,000)	1992	1993	585			315	270								
1 129.0 2 RCP-H/ RTS	VARIOUS CAPITAL REPLACEMENTS AND RENOVATIONS FOR FACILITIES AND EQUIPMENT	1992	1996	655			175	185	90	25	180					
1 130.0 2 RCP-H	HAMILTON PLACE - STUDIO THEATRE EQUIPMENT AND RENOVATIONS (Annual Operating Cost - $2,000)	1992	1994	170			32		138							
1 131.0 2 RCP-H/ RTS	HAMILTON CONVENTION CENTRE - REFURBISH / RENOVATE WENTWORTH EXHIBITION HALL (Annual Operating Savings - $141,000)	1992	1994	500			250		250							
1 132.0 2 RCP-H	HAMILTON PLACE - BARRIER FREE ACCESSIBILITY	1992	1992	75			75									
1 133.0 2 RCP-H	HAMILTON PLACE - REPLACEMENT OF CASUAL FURNITURE	1994	1994	120					120							
1 134.0 2 DEB	HAMILTON PLACE - GREAT HALL SEATING (Annual Operating Cost - $2,000)	1995	1995	540						540						
1 135.0 2 RCP-H/ RTS	HAMILTON CONVENTION CENTRE - ROOFING REPLACEMENT	1996	1996	350							350					
	SUB-TOTAL			2,995	0		847	455	598	565	530	0	0	0	0	0

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	RECREATION & CULTURAL SERVICES															
	HAMILTON PUBLIC LIBRARY															
1 136.0 2 RCP-L	AUTOMATION AND COLLECTION ACCESS: PHASE IV (Annual Operating Cost - $24,000)	1992	1992	142			142									
1 137.0 2 DEB	CENTRAL LIBRARY: FIRST FLOOR RENOVATIONS (Annual Operating Savings - $128,000)	1992	1992	542			542									
1 139.0 2 DEB	CONCESSION LIBRARY - EXPANSION (Annual Operating Cost - $35,000)	1992	1993	1,924			900	1,024								
1 140.0 2 RCP-L	OFFICE AUTOMATION - 1992 PHASE (Annual Operating Cost - $6,000)	1992	1992	84			84									
1 141.0 2 RCP-L	AUTOMATION AND COLLECTION ACCESS: PHASE V (Annual Operating Cost - $3,000)	1993	1993	67				67								
1 142.0 2 RCP-L	AUTOMATION AND COLLECTION ACCESS: PHASE VI (Annual Operating Cost - $6,000)	1994	1994	179					179							
1 143.0 2 RCP-L	AUTOMATION AND COLLECTION ACCESS: PHASE VII (Annual Operating Cost - $6,000)	1995	1995	133						133						
1 144.0 2 RCP-L	AUTOMATION AND COLLECTION ACCESS: PHASE VIII (Annual Operating Cost - $6,000)	1996	1996	141							141					
1 145.0 2 DEB	COLLECTION DEVELOPMENT	1997	2001	1,634								299	313	324	341	357

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	RECREATION & CULTURAL SERVICES															
	HAMILTON PUBLIC LIBRARY - Continued															
1 146.0 2 RDC	SOUTH WEST MOUNTAIN NEW BRANCH CONSTRUCTION (Annual Operating Cost - $548,000)	2001	2001	5,019												5,019
1 147.0 2 RDC	SOUTH EAST MOUNTAIN NEW BRANCH CONSTRUCTION (Annual Operating Cost - $1,286,000)	1998	1999	6,980									3,000	3,980		
	SUB-TOTAL			16,845	0		1,668	1,091	179	133	141	299	3,313	4,304	341	5,376
	TOTAL RECREATION & CULTURAL SERVICES			158,715	20,910		7,873	7,339	8,312	4,268	5,871	6,708	15,778	24,807	24,731	32,118

CAPITAL BUDGET PROGRAM 1992 - 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	PLANNING AND DEVELOPMENT															
	PLANNING DEPARTMENT															
1 148.0 2 DEB	ENCLAVES CLEARANCE - PHASE 2	1997	1997	2,000								2,000				
	DEPARTMENT OF PUBLIC WORKS - COMMUNITY RENEWAL															
1 149.0 2 RCP	FERGUSON AVENUE REVITALIZATION - CONSULTANT	1992	1992	60			60									
1 150.0 2 DEB	CROWN POINT EAST/MCANULTY PRIDE PROGRAMME PHASE I (Annual Operating Cost - $25,000)	1993	1994	800	400	P		100	300							
1 151.0 2 DEB	CROWN POINT EAST/MCANULTY PRIDE PROGRAMME PHASE II (Annual Operating Cost - $25,000)	1994	1996	800	400	P			100	200	100					
1 152.0 2 DEB	FERGUSON AVENUE REVITALIZATION - IMPLEMENTATION (Annual Operating Cost - $11,000)	1995	1996	1,575						575	1000					
1 153.0 2 DEB	HAMILTON BEACH PRIDE PROGRAM (Annual Operating Cost - $27,000)	1995	1996	800	400	P				200	200					
1 154.0 2 DEB	STIPELEY SOUTH NEIGHBOURHOOD PRIDE PROGRAMME (Annual Operating Cost - $27,000)	1996	1997	800	400	P					200	200				
1 155.0 2 DEB	DOWNTOWN ACTION PLAN PHASE VI INTERCONNECTING STREETS (Annual Operating Cost - $29,000)	1997	1998	800								200	600			

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CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	PLANNING AND DEVELOPMENT															
	DEPARTMENT OF PUBLIC WORKS - COMMUNITY RENEWAL - Continued															
1 156.0 2 DEB	PARKVIEW PRIDE PROGRAMME (EAST AND WEST) (Annual Operating Cost - $29,000)	1997	1998	800	400	P						100				
1 157.0 2 DEB	BLAKELEY / ST. CLAIR P.R.I.D.E. PROGRAMME (Annual Operating Cost - $31,000)	1999	2000	800	400	P								100	300	
1 158.0 2 DEB	HUGHSON STREET REDEVELOPMENT - DOWNTOWN ACTION PLAN (Annual Operating Cost - $31,000)	1999	2001	600										100	200	300
	SUB-TOTAL			7,835	2,400		60	100	400	975	1,500	500	900	200	500	300
	TOTAL PLANNING AND DEVELOPMENT			9,835	2,400		60	100	400	975	1,500	2,500	900	200	500	300

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	CAPITAL CONTINGENCY															
1 159.0 2 RCP	GENERAL CONTINGENCY	1993	2001	2,445				300	500	300	100	83	408	400	100	254
1 160.0 2 DEB	GENERAL CONTINGENCY	1992	2001	6,245			190	200		200	400	917	592	1,100	1,400	1,246
	SUB-TOTAL			8,690	0		190	500	500	500	500	1,000	1,000	1,500	1,500	1,500
	TOTAL MUNICIPAL GENERAL			390,275	93,832		21,238	20,405	23,487	19,566	28,138	26,948	30,020	38,493	42,799	45,349

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS															
	CAPITAL LEVY															
1 22002 2 CL	CAPITAL LEVY	1992	2001		58,484		3,818	5,053	6,094	6,124	6,155	6,186	6,217	6,248	6,279	6,310
1 21102 2 DC	USE OF CAPITAL LEVY TO PAY DEBT CHARGES	1993	1994		(2,000)			(1,000)	(1,000)							
	SUB-TOTAL				56,484		3,818	4,053	5,094	6,124	6,155	6,186	6,217	6,248	6,279	6,310
	RESERVES AND RESERVE FUNDS															
1 CH102 2 RPP	RESERVE FOR PROPERTY PURCHASE	1992	1992		1,100		500	600								
1 CH201 2 RDC	RESERVE FOR DEVELOPMENT CHARGES	1993	2001		38,374			125	255	450	145		3,000	9,080	13,800	11,519
1 CH203 2 RCP	RESERVE FOR CAPITAL PROJECTS - GENERAL	1992	2001		15,016		1,897	2,160	2,154	2,076	2,017	998	950	880	936	948
1 CH107 2 RSTUL	RESERVE FOR CITY'S SHARE - UNSUBDIVIDED LAND	1992	1992		600		600									
1 CH201 2 RPL	RESERVE FOR PARKS LAND - 5% LAND DEDICATION	1992	2001		13,406		2,610	1,250	1,450	1,650	1,850	996	900	900	900	900
1 CH202 2 ROSP	RESERVE FOR OFF-STREET PARKING	1992	1996		7,625		1,975	950	3,400	650	650					
1 CH204 2 RCP-L	RESERVE FOR CAPITAL PROJECTS - LIBRARY	1992	1996		746		226	67	179	133	141					

CAPITAL BUDGET PROGRAM 1992 - 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	PROCEEDS FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS															
	RESERVES AND RESERVE FUNDS - Continued															
1 CH205 2 RIWS	RESERVE FOR IVOR WYNNE STADIUM - PARK IMPROVEMENTS	1992	1994		341		101	90	150							
1 CH206 2 RCP-H	RESERVE FOR CAPITAL PROJECTS - HECFI	1992	1996		1,635		847	255	378	25	130					
1 CH207 2 RTS-HP	RESERVE FOR TICKET SURCHARGE - HAMILTON PLACE	1993	1996		420			100	120		200					
1 CH210 2 RTS-CC	RESERVE FOR TICKET SURCHARGE - COPPS COLISEUM	1993	1996		400			100	100		200					
1 CH132 2 RCP-C	RESERVE FOR CAPITAL PROJECTS - CUP	1992	1992		70		70									
	SUB-TOTAL				79,733		8,826	5,697	8,186	4,984	5,333	1,994	4,850	10,860	15,636	13,367
	SUB-TOTAL FINANCING FROM CAPITAL LEVY, RESERVES AND RESERVE FUNDS				136,217		12,644	9,750	13,280	11,108	11,488	8,180	11,067	17,108	21,915	19,677
	NET TOTAL MUNICIPAL GENERAL TO BE FINANCED BY DEBENTURE			390,275	230,049		8,594	10,655	10,207	8,458	16,650	18,768	18,953	21,385	20,884	25,672

CAPITAL BUDGET PROGRAM 1992 – 2001

ESTIMATED SCHEDULE, COST AND FINANCING OF PROJECTS

(000'S)

CODING:
(1) CAPITAL BUDGET NUMBER
(2) METHOD OF FINANCING

CODING	PROJECT DESCRIPTION	PROJECT START	PROJECT FINISH	GROSS COST	SUBSIDIES & RECEIPTS AMOUNT	SUBSIDIES & RECEIPTS CODE	NET FINANCING 1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
	SELF-SUSTAINING TRANSPORTATION SERVICES															
	DEPARTMENT OF PUBLIC WORKS - LOCAL ROADS															
	LOCAL IMPROVEMENTS - OWNERS' SHARE															
1 161.0 2 DEB	OWNERS SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1992	1992	731	295		436									
1 162.0 2 DEB	OWNERS SHARE OF LOCAL IMPROVEMENTS - INDUSTRIAL	1992	1992	1,070			1,070									
1 163.0 2 DEB	OWNERS SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1993	1996	3,308	1,323			461	484	507	533					
1 164.0 2 DEB	OWNERS SHARE OF LOCAL IMPROVEMENTS - RESIDENTIAL	1997	2001	5,151	2,060							559	588	617	648	679
	SUB-TOTAL			10,260	3,678		1,506	461	484	507	533	559	588	617	648	679
	NET TOTAL CAPITAL BUDGET PROGRAM			400,535	233,727		10,100	11,116	10,691	8,965	17,183	19,327	19,541	22,002	21,532	26,351

STATISTICAL INFORMATION

PERMANENT STAFF LISTING BY DEPARTMENT

Department	1990	1991	As At April 24,1992
Legislative	13.0	12.0	13.0
City Clerk	58.0	57.0	55.0
Chief Administrative Office	2.0	2.0	2.0
Fire	479.0	503.0	501.0
Property:			
Real Estate Division	16.0	14.0	16.0
Building Operations & Maintenance Division	75.0	78.0	77.0
Architect Division	6.0	5.0	7.0
Central Utilities Plant	24	25.0	19.0
Law	25.0	26.0	24.0
Treasury:			
Finance Division	62.0	62.0	61.0
Purchasing Division	14.0	14.0	11.0
City Garage Division	6.0	5.0	5.0
Hamilton Public Library	239.0	238.0	241.0
Parking Authority	17.0	17.0	22.0
Hamilton Entertainment & Convention Facilities, Inc.	80.0	78.0	81.0
Cemeteries Division	50.0	47.0	55.0
Parks Division	21.5	22.5	18.5
Recreation & Culture	171.0	152.0	165.0
Building	86.5	83.5	76.5
Traffic	317.0	321.0	316.0
Streets & Sanitation Division	478.0	502.0	484.0
Fleet Services	42	42.0	39.0
Information Systems	46.0	46.0	47.0
Total Employee Count	2,328.0	2,352.0	2,336.0

TOTAL RESIDENTIAL MILL RATES AND RESIDENTIAL REALTY TAXES ON AN ASSESSMENT OF $ 5,000

Description	Mill Rates 1988	1989	1990	1991	1992	Increase/(Decrease) 1992 to 1991 Mills/$	%
Residential							
City	87.7568	92.2114	96.7685	98.6655	102.5572	3.8917	3.94%
Region	73.3187	82.9278	92.1727	99.6322	103.5133	3.8811	3.90%
Sub Total	161.0755	175.1392	188.9412	198.2977	206.0705	7.7728	3.92%
Education	138.1575	148.9362	175.8888	177.7870	186.1175	8.3305	4.69%
Total Residential Mill Rates	299.2330	324.0754	364.8300	376.0847	392.1880	16.1033	4.28%
Realty Taxes Based on an Assessment of $5,000							
City Realty Taxes	$438.78	$461.06	$483.84	$493.33	$512.79	$19.46	3.94%
Region – Realty Taxes	$366.59	$414.64	$460.86	$498.16	$517.57	$19.41	3.90%
Total City and Region	$805.37	$875.70	$944.70	$991.49	$1,030.36	$38.87	3.92%
Education Realty Taxes	$690.79	$744.68	$879.44	$888.93	$930.59	$41.66	4.69%
Total Amount Payable	$1,496.16	$1,620.38	$1,824.14	$1,880.42	$1,960.95	$80.53	4.28%

COMPARISON OF TAXABLE ASSESSMENT AND POPULATION, 1983 - 1992

	1992 Unrevised Estimate (1)	1991 Unrevised Estimate (2)	Actual 1991 (3)	1990 (4)	1989 (5)	1988 (6)	1987 (7)	1986 (8)	1985 (9)	1984 (10)	1983 (11)
Assessment											
Residential	588,965	573,376	573,281	560,782	546,987	530,523	518,096	511,211	505,307	503,788	494,250
Non-Residential	416,643	427,233	426,256	421,828	417,061	403,941	399,690	394,255	391,616	384,793	379,526
(1)	1,005,608	1,000,609	999,537	982,610	964,048	934,464	917,786	905,466	896,923	888,581	873,776
Per Capita	3,203	3,187	3,184	3,199	3,139	3,042	2,983	2,943	2,915	2,884	2,836
Increase over prior year	0.50%	1.83%	1.72%	1.93%	3.17%	1.82%	1.36%	0.95%	0.94%	1.69%	0.14%
Distribution - Percentage											
Residential	58.57%	57.30%	57.35%	57.07%	56.74%	56.77%	56.45%	56.46%	56.34%	56.70%	56.56%
Non-Residential	41.43%	42.70%	42.65%	42.93%	43.26%	43.23%	43.55%	43.54%	43.66%	43.30%	43.44%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Population											
Number	313,918	313,918	313,918 (a)	307,160	307,160	307,160 (a)	307,690	307,690	307,690 (a)	308,102	308,102
Increase (Decrease) over prior year			2.20%			-0.17%			-0.13%		

(1) This is the unrevised taxable assessment made in the year 1991 upon which 1992 taxes shall be levied. Final assessments are quoted for all other years.

(a) Based on a Provincial Census conducted in the 1991,1988 and 1985 election years.

SUMMARY OF POPULATION, ADJUSTED MUNICIPAL LEVY, AND MILL RATES

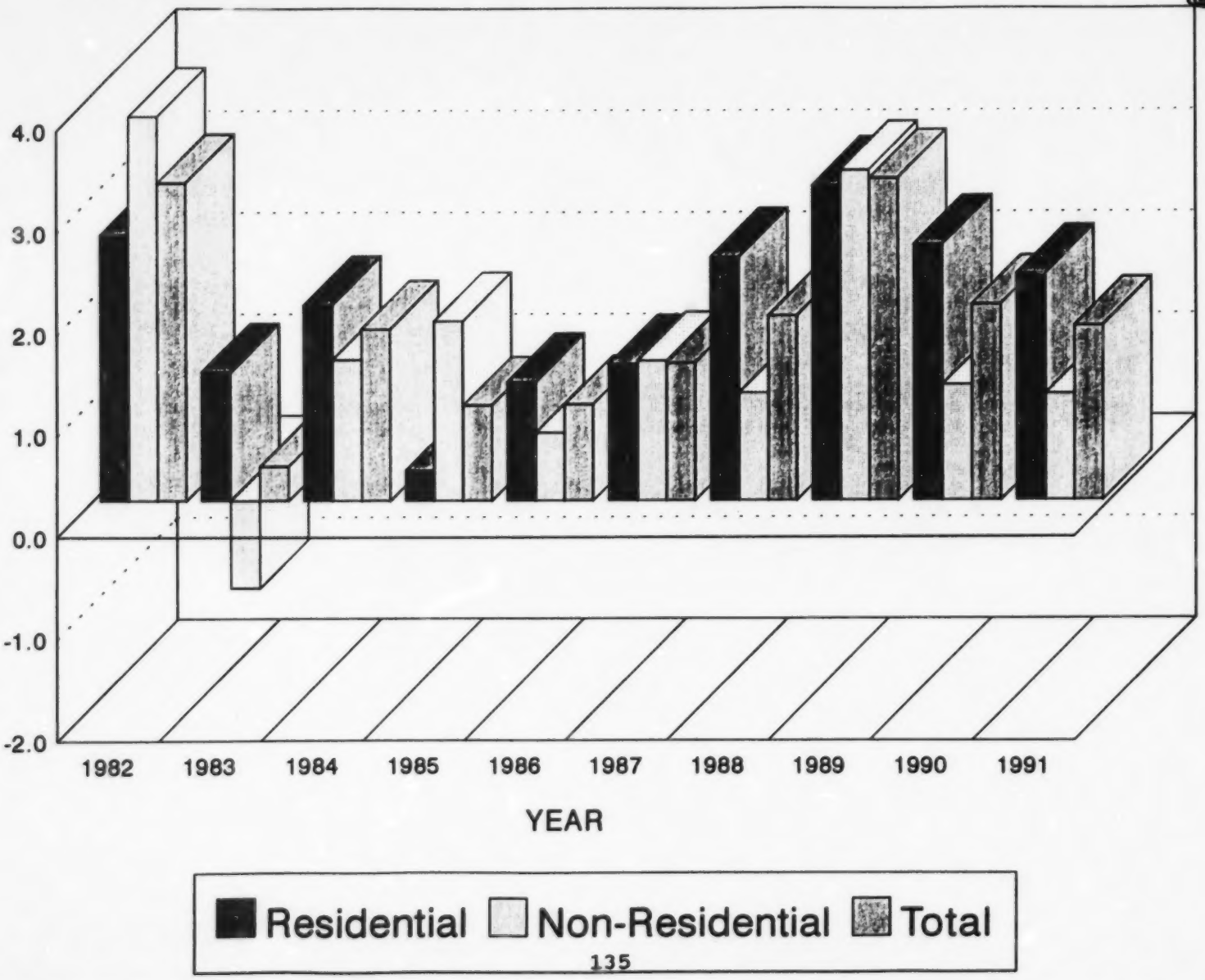
Year	Population	Adjusted Municipal Levy	Residential Mill Rate				Non-Residential Mill Rate			
			Municipal	Regional	Education	Total	Municipal	Regional	Education	Total
Actual										
1982	308,102	72,907,749	62.7923	54.7552	87.9199	205.4674	73.8733	64.4179	103.4352	241.7264
1983	308,102	74,556,223	62.7923	56.6640	98.1207	217.5770	73.8733	66.6636	115.4361	255.9730
1984	308,102	83,449,539	69.7323	56.8038	102.4846	229.0207	82.0379	66.8280	120.5701	269.4360
1985	307,690	88,222,796	73.4019	59.6126	110.6781	243.6926	86.3552	70.1325	130.2096	286.6973
1986	307,690	96,378,475	79.3485	63.5186	111.7193	254.5864	93.3512	74.7278	131.4345	299.5135
1987	307,690	103,722,620	83.9779	69.3371	128.3670	281.6820	98.7975	81.5731	151.0200	331.3906
1988	307,160	109,140,470	87.7568	73.3187	138.1575	299.2330	103.2433	86.2574	162.5382	352.0389
1989	307,160	117,961,263	92.2114	82.9278	148.9362	324.0754	108.4840	97.5621	175.2191	381.2652
1990	307,160	124,233,690	96.7685	92.1727	175.8888	364.8300	113.8453	108.4385	206.9279	429.2117
1991	313,918	128,986,366	98.6655	99.6322	177.7870	376.0847	116.0771	117.2144	209.1611	442.4526
Estimate										
1992	315,488	133,503,020	102.5572	103.5133	186.1175	392.1880	120.6555	121.7803	218.9618	461.3976
1993	317,065	137,508,111	106.3556				125.1242			
1994	318,650	141,633,354	110.2946				129.7584			
1995	320,243	145,882,355	114.3797				134.5644			
1996	321,844	150,258,826	118.6161				139.5484			

Note: Adjusted Municipal Levy Consists Of Municipal City Levy, Supplementary Taxes, Telephone & Telegraph Receipts, Payment In Lieu Of Taxes And Unconditional Grants.

CITY OF HAMILTON

COMPARISON OF RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT

PERCENT INCREASE OVER PRIOR YEAR



COMPARISON OF RESIDENTIAL AND NON-RESIDENTIAL ASSESSMENT WITHIN THE CITY

Year	Taxable Assessment: Residential (000's)	%	Non-Residential (000's)	%	Total Assessment (000's)	Provincial Equalization Factor	Increase/Decrease In Assessment As A Percentage Of: Residential (000's)	Non-Residential (000's)	Total Assessment (000's)	Year
Actual										
1982	488,045	56.0%	382,800	44.0%	870,845	12.81	2.62%	3.78%	3.13%	1982
1983	494,249	56.6%	379,527	43.4%	873,776	12.36	1.27%	-0.86%	0.34%	1983
1984	503,788	56.7%	384,793	43.3%	888,581	11.91	1.93%	1.39%	1.69%	1984
1985	505,307	56.3%	391,616	43.7%	896,923	11.44	0.30%	1.77%	0.94%	1985
1986	511,211	56.5%	394,255	43.5%	905,466	10.37	1.17%	0.67%	0.95%	1986
1987	518,096	56.5%	399,690	43.5%	917,786	8.91	1.35%	1.38%	1.36%	1987
1988	530,523	56.8%	403,942	43.2%	934,465	6.96	2.40%	1.06%	1.82%	1988
1989	546,987	56.7%	417,061	43.3%	964,048	5.82	3.10%	3.25%	3.17%	1989
1990	560,782	57.1%	421,828	42.9%	982,610	4.91	2.52%	1.14%	1.93%	1990
1991	573,281	57.4%	426,256	42.6%	999,537	4.91	2.23%	1.05%	1.72%	1991
Estimate										
1992	588,965	58.6%	416,643	41.4%	1,005,608	4.91	2.74%	-2.26%	0.61%	1992
1993	591,910	58.6%	418,726	41.4%	1,010,636	4.91	0.50%	0.50%	0.50%	1993
1994	594,870	58.6%	420,820	41.4%	1,015,690	4.91	0.50%	0.50%	0.50%	1994
1995	597,844	58.6%	422,924	41.4%	1,020,768	4.91	0.50%	0.50%	0.50%	1995
1996	600,833	58.6%	425,039	41.4%	1,025,872	4.91	0.50%	0.50%	0.50%	1996

ANNUAL VALUE OF BUILDING PERMITS BY CLASSIFICATION

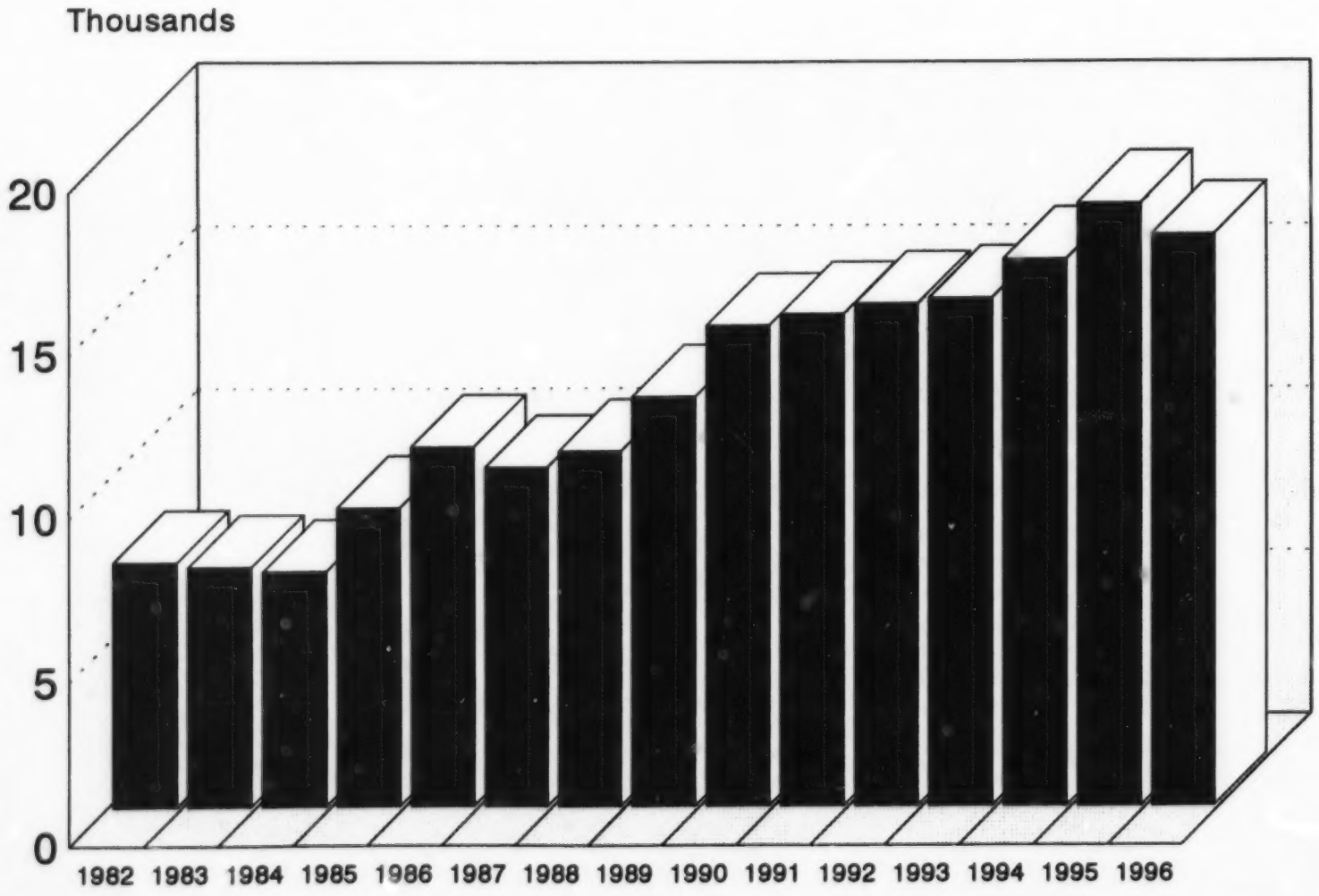
Year (1)	Residential No. Of Permits (2)	Residential Value (000'S) (3)	Residential % (4)	Commercial No. Of Permits (5)	Commercial Value (000'S) (6)	Commercial % (7)	Industrial No. Of Permits (8)	Industrial Value (000'S) (9)	Industrial % (10)	Year (11)
1982	1,964	29,210	30.8%	318	35,216	37.2%	69	15,901	16.8%	1982
1983	3,174	41,657	32.9%	418	56,398	44.6%	67	10,745	8.5%	1983
1984	3,715	54,639	40.7%	472	36,321	27.1%	98	21,465	16.0%	1984
1985	3,409	66,137	32.6%	450	20,469	10.1%	128	101,621	50.1%	1985
1986	3,470	86,200	22.1%	438	45,724	11.7%	144	172,111	44.1%	1986
1987	3,574	139,731	44.7%	493	71,333	22.8%	124	65,027	20.8%	1987
1988	4,006	155,235	55.8%	595	48,913	17.6%	105	25,703	9.2%	1988
1989	4,542	199,886	51.9%	496	92,668	24.1%	129	25,230	6.6%	1989
1990	2,882	126,782	35.0%	557	74,347	20.5%	116	71,290	19.7%	1990
1991	1,658	71,624	47.6%	391	30,744	20.4%	60	13,176	8.7%	1991

Year (12)	Institutional No. Of Permits (13)	Institutional Value (000'S) (14)	Institutional % (15)	Miscellaneous No. Of Permits (16)	Miscellaneous Value (000'S) (17)	Miscellaneous % (18)	Total No. Of Permits (19)	Total Value (000'S) (20)	Total % (21)	Year (22)
1982	101	13,055	13.8%	572	1,361	1.4%	3,024	94,743	100.0%	1982
1983	115	16,299	12.9%	293	1,413	1.1%	4,067	126,512	100.0%	1983
1984	116	19,956	14.9%	462	1,821	1.3%	4,863	134,202	100.0%	1984
1985	90	12,126	6.0%	560	2,312	1.2%	4,637	202,665	100.0%	1985
1986	105	83,113	21.3%	539	2,874	0.8%	4,696	390,022	100.0%	1986
1987	93	33,433	10.7%	483	3,062	1.0%	4,767	312,586	100.0%	1987
1988	94	44,428	16.0%	549	4,043	1.4%	5,349	278,322	100.0%	1988
1989	117	60,625	15.7%	665	6,776	1.7%	5,949	385,185	100.0%	1989
1990	133	86,982	24.0%	413	2,986	0.8%	4,101	362,387	100.0%	1990
1991	84	32,118	21.3%	488	2,968	2.0%	2,681	150,630	100.0%	1991

ANALYSIS OF MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST FINANCED BY MILL RATES (EXCLUSIVE OF REGION AND EDUCATION)

Year (1)	Municipal General Amount (000's) (2)	Per Capita (3)	Percentage Of Adjusted Municipal Levy (4)	Reflected As Mills On The Dollar Residential Mills (5)	Residential Increase/ (Decrease) (6)	Non-Residential Mills (7)	Non-Residential Increase/ (Decrease) (8)	Year (9)
Actual								
1982	7,464	24	10.2%	8.0	2.1	9.4	2.5	1982
1983	7,318	24	9.8%	7.8	(0.2)	9.2	(0.2)	1983
1984	7,174	23	8.6%	7.5	(0.3)	8.8	(0.4)	1984
1985	9,135	30	10.4%	9.4	1.9	11.1	2.3	1985
1986	11,014	36	11.4%	11.3	1.9	13.3	2.2	1986
1987	10,375	34	10.0%	10.5	(0.8)	12.4	(0.9)	1987
1988	10,863	35	10.0%	10.8	0.3	12.7	0.3	1988
1989	12,533	41	10.6%	12.1	1.3	14.2	1.5	1989
1990	14,724	48	11.9%	13.9	1.8	16.4	2.2	1990
1991	15,075	48	11.7%	14.0	0.1	16.5	0.1	1991
Estimate								
1992	15,395	49	11.5%	14.3	0.3	16.8	0.3	1992
1993	15,565	49	11.3%	14.4	0.1	16.9	0.1	1993
1994	16,751	53	11.8%	15.4	1.0	18.1	1.2	1994
1995	18,471	58	12.7%	16.8	1.4	19.8	1.7	1995
1996	17,516	54	11.7%	15.9	(0.9)	18.7	(1.1)	1996

MUNICIPAL DEBENTURE PRINCIPAL AND INTEREST
(EXCLUSIVE OF REGION AND EDUCATION)



DEBENTURE PRINCIPAL AND INTEREST
(EXCLUSIVE OF REGION AND EDUCATION)
(000's)

Year	Municipal: General (Includes Library & HECFI)	Municipal: Parking Authority	Total Municipal	Self-Sustaining Municipal Services Owners' Share	Gross Debenture Debt Charges Outstanding	Year
Actual						
1982	7,464	173	7,637	713	8,350	1982
1983	7,318	173	7,491	678	8,169	1983
1984	7,174	172	7,346	678	8,024	1984
1985	9,135	171	9,306	628	9,934	1985
1986	11,014	167	11,181	603	11,784	1986
1987	10,375	166	10,541	485	11,026	1987
1988	10,863	502	11,365	435	11,800	1988
1989	12,533	1,284	13,817	398	14,215	1989
1990	14,724	1,270	15,994	478	16,472	1990
1991	15,075	1,270	16,345	402	16,747	1991
Estimate						
1992	15,395	1,268	16,663	328	16,991	1992
1993	15,565	1,243	16,808	328	17,136	1993
1994	16,751	1,237	17,988	328	18,316	1994
1995	18,471	1,238	19,709	328	20,037	1995
1996	17,516	1,217	18,733	328	19,061	1996

REPORT OF THE FINANCE AND ADMINISTRATION COMMITTEE

As approved by City Council April 28, 1992

To the Council of The Corporation of the City of Hamilton.

Members of Council:

The Finance and Administration Committee presents its *Eleventh* Report for 1992 and respectfully recommends:

1. That leave be granted to introduce the following bills:

   (a) Bill No. H-30 By-Law No. 92-123 to Fix the Rates of Taxation for Municipal, Regional and School Purposes for the Year 1992.

   (b) Bill No. H-31 By-Law No. 92-124 to Fix the Rates of Taxation for Municipal (City) Purposes for the year 1992.

   (c) Bill No. H-31 By-Law No. 92-125 to Fix the Rates of Taxation for Regional Purposes for the year 1992.

   (d) Bill No. H-33 By-Law No. 92-126 to Fix the Rates of Taxation for School Purposes for the year 1992.

   (e) Bill No. H-35 By-Law No. 92-128 to Levy an Annual Tax on Telephone Companies doing business in Ontario, respecting the Bell Telephone Company of Canada.

Respectfully Submitted,

Don Ross

ALDERMAN DON ROSS
CHAIRMAN, FINANCE AND ADMINISTRATION COMMITTEE

S. Reeder, Secretary

APPENDIX

1992 CURRENT BUDGET ASSUMPTIONS

- Projected annual inflationary increase of 3.0%.
- Management Team committed to presenting a zero-and-three-percent budget increase.
- No new staff and no new programs unless previously approved by Council.
- Salaries & Wages include a 5% contract increase.
- Various Rates:

Hydro	12. 0%
Heating Fuel/Natural Gas	1. 0%
Postage	5. 0%
Stationery & general office supplies	5. 0%
Photocopier paper	5. 0%
Telephone long-distance charges	0. 0%
City Garage car pool	5. 0%
Property taxes	5. 0%

- Debt charges and the Capital Levy are in accordance with the 1992-2001 Capital Budget.
- Provincial Grants have been increased by 1% for Unconditional Subsidies.
- User fees to be reviewed and increased by at least the annual inflationary increase.
- Assessment growth expected to be 0.50% for 1992.
- Memberships, Training Courses, Travelling, and Subscriptions netted together should represent 0% increase.
- Prior Year Surplus has been reduced by $250,000 in accordance with City policy.
- Interest rates for purposes of Investment Income assumed at 6% per annum.

1992 CURRENT BUDGET - SERVICE AND PROGRAM PACKAGES
AS APPROVED BY COUNCIL ON MARCH 27,1992

Pkg. No. (1)	Department (2)	Package Description (3)	Package Amount (4)	Staff Related: No. Of F.T.E.'s (5)	Staff Related: Perm. Temp. (6)	Staff Related: Vacant/ Filled (7)	Cumulative Tax Rate % Status (9)
Funded Packages							
1	Fire	Reduction Of Fire Suppression	1,125,080	30.00	P	F	-0.062
2	Fire	Reduction Of Fire Suppression	916,630	21.00	P	F	0.994
3	C & R-Rec	Recreation Centre - Lay-Offs	150,000	6.00	P	F	1.855
4	C & R-Rec	Arena Operation - Lay-Offs	50,000	2.00	P	F	1.996
5	C & R-HS	Staff Lay-Offs/Reductions (Revenue Loss $77,200) Net	86,050	5.02	T	F	2.043
6	Property	Various Health,Safety,Security, & Esthetics Reductions #1	104,000	0.00			2.124
7	PW-Parks	Weedspraying - Elimination Of Program	62,580	0.00			2.221
8	Treasury	3.5 Full-Time Positions - Filled - Unidentified	57,000	3.50	P	F	2.280
8.1	PW-Parks	Mum Show (Originally Package #71- Re-ranked higher up)	140,000	2.00	P	F,V	2.334
8.2	PW-Parks	Mum Show Revenue	(40,000)				2.465
9	C & R-Rec	Playground Supervision Reduction	96,000	20.00	T	V	2.428
11A	Corporate	Unclassified	40,000	0.00			2.518
12	PW-Streets	Trillium Awards Program	13,820	0.00			2.555
13	Treasury	Three Full-Time Staff - Positions Filled - Unidentified	57,000	3.00	P	F	2.568
14A	Property	Various Health,Safety,Security, & Esthetics Reductions #2	140,200	0.00			2.622
15	Traffic	Roadway Markings - Reduced Painting	22,480	0.38	T	V	2.754
17	C & R-Rec	Beach/Woodward Summer Programs Cancelled	33,000	1.50	T,P	F,V	2.775
19	C & R-Rec	Equipment Repairer	30,100	1.00	P	F	2.806
20A	C & R-Rec	Events Budget Reductions	70,000	0.00			2.834
21	Clerks	Eliminate Steno 4 Position - Licence Division	21,230	1.00	P	F	2.900
24A	Property	Various Health/Safety/Security/Esthetics Reductions #3	53,100	0.00			2.920
26	Clerks	Eliminate Printer Clerk - Printing/Mail Services Section	23,010	1.00	P	F	2.970
29A	Clerks	Reduce Office Supplies,P.S.T.,Rentals-Printing/Mail Section	11,680	0.00			2.991
30	C & R-Rec	Community Council Grants/Subsidies(Revenue Loss $10,000)	82,150	0.00			3.002
32,33A	PW-Parks	Tree Planting Bare Root/Large Caliper (Packages Combined)	32,200	0.33	P	F	3.068
34	PW-Streets	Manual Street Sweeping	20,000	0.50	P	F	3.079
35	Traffic	Residential Boulevard Parking Program	59,170	1.30	P,T	F,V	3.098
35	Traffic	Residential Boulevard Parking Program - Revenue	(59,170)	0.00			3.154
40A	Property	Various Health,Safety,Security, & Esthetics Reductions #4	2,500	0.00			3.098
41	PW-Streets	Manual Litter	20,000	0.50	T	V	3.100

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42A	PW-Parks	Beach Strip Lot Maintenance	12,000	1.00 *	P	V	3.119
49A	C & R-Rec	Main-Hess Seniors Centre Closure(Revenue Loss $5,000) Net	25,000	1.00	P	F	3.130
51	PW-Streets	Tree Planting - Bare Root #2	51,050	0.00	SUMMER		3.154
52	C & R-HS	Public Programmes, Services And Operations	32,560	0.00			3.202
53A	Traffic	Neighbourhood Watch Signing	4,000	0.00			3.232
59	Traffic	School Traffic - Eliminate Unwarranted Locations	36,020	2.00	P	F	3.236
60	C & R-Rec	Chedoke Teaching Pool Closure (Revenue Loss $1,000) Net	16,700	1.50	T,P	F,V	3.270
61	PW-Streets	Tree Planting - Bare Root #1	24,830	0.00	SUMMER		3.286
64	PW-Parks	Ski Hills	100,000	0.00			3.309
65	PW-Streets	Floral Planter Program	4,000	0.00			3.403
68	PW-Streets	Industrial Roadside Beautification Program	10,480	0.00			3.407
69	Corporate	Sub-Committee Funds At 1991 Levels	950	0.00			3.417
71	PW-Parks	Mum Show (Re-ranked as Package # 8.1)					
73A	C & R-HS	Hamilton-Scourge Project	75,000	0.50	P	F	3.417
74	PW-Cemetery	Stairs	3,500	0.00			3.488
79A	PW-Parks	Eliminate Dundurn Park Aviary	17,000	0.00 *			3.491
82A	Clerks	Reduce Hours/Advertising & Promotion - Farmer's Market	10,500	0.00			3.507
87	Property	Reduce Caretaking/Cleaning At Recreation Centres (Mar.5/92 F & A referred back to staff)	100,000	0.00			3.517
EXP1	C & R-Rec	Participation In The 1992 Summer Games	50,000				3.611
EXP3	PW-Parks	Crystal Palace Administration	30,000				3.658
	Corporate	'Reduction In Senior's Tax Rebate Program' Re-Instated	275,000				3.686
		Total Funded Packages **	$4,298,400	106.03			3.944

** Tax Rate increase was established at $4,199,690

* 3 Packages equate to 2 F.T.E.'s

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Pkg. No. (1)	Department (2)	Package Description (3)	Package Amount (4)	Staff Related: No. Of F.T.E.'s (5)	Staff Related: Perm. Temp. (6)	Staff Related: Vacant/ Filled (7)	Cumulative Tax Rate % Status (9)
Non Funded Packages							
Various	Library	Global Reduction In Library Estimates	300,000				
11B	Corporate	Unclassified	10,000	0.00			
14B	Property	Various Health,Safety,Security, & Esthetics Reductions #2	25,000	0.00			
18	Traffic	Reduced Maintenance To Street Signage	127,730	2.00	P	V	
20B	C & R-Rec	Events Budget Reductions	10,000	0.00			
22	Planning	Planner 1 "Policy Planning"	65,200	1.00	P	V	
23	PW-Parks	Special Repairs	20,000	0.00			
24B	Property	Various Health,Safety,Security & Esthetics Reductions #3	53,100	0.00			
28	Treasury	Two Full-Time Staff - Positions Filled - Any Section	45,000	2.00	P	F	
29B	Clerks	Reduce Office Supplies,P.S.T.,Rentals-Printing/Mail Section	11,690	0.00			
31	PW-Cemetery	Fertilizer	31,670	0.00			
32,33B	PW-Parks	Tree Planting Bare Root/Large Caliper (Packages Combined)	10,730				
36	PW-Streets	Asphalt Surface Levelling	20,000	0.50	P	F	
37	PW-Streets	General Road Repairs	20,000	0.50	P	F	
38	Corporate	Nuisance Wildlife	20,000	0.00			
39	PW-Streets	Administration Special Projects	20,000	0.50	T	V	
40B	Property	Various Health,Safety,Security, & Esthetics Reductions #4	9,070	0.00			
42B	PW-Parks	Beach Strip Lot Maintenance	28,000	1.00 *	P	V	
43	PW-Streets	Mechanical Street Sweeping	20,000	0.50	P	F	
44	PW-Streets	Manual Catch Basin Cleaning	20,000	1.00	P	F	
45	PW-Streets	Sidewalk Curbing	30,000	1.00	P	F	
46	PW-Parks	Bulbs / Annuals Planting	20,900	0.33	P	F	
47	PW-Cemetery	Fertilizer	21,830	0.00			
48	PW-Parks	Discontinue Labour/General Mtnce-Various Lawn Bowling	25,000	0.00			
49B	C & R-Rec	Main-Hess Seniors Centre Closure(Revenue Loss $5,000) Net	25,000				
50	PW-Parks	Reduce Grass Cutting Naturalization	45,000	1.00 *	P	V	
53B	Traffic	Neighbourhood Watch Signing	4,000	0.00			
54	PW-Cemetery	Panels	3,100	0.00			
55	C & R-Rec	Sackville Hill Seniors - Salary Reductions	38,630	1.00	P	V	
56	C & R-HS	Museum Standards / Regulations	32,610	0.00			

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57	C & R-Rec	Equipment Repairman - Call-out	8,910	0.00			
58	PW-Streets	Hanging Basket Program	28,080	0.00			
62	Corporate	Strategic Plan Task Force	20,000	0.00			
63	Corporate	H.S.P.C.A. Contract @ 1991 Level	41,540	1.00	P	F	
66	Planning	Planning Technician 2 "Policy Planning"	45,900	1.00	P	V	
67	Prop-Real	Reduction In Grounds Repair	4,000	0.00			
70	Clerks	Advertising & Promotion	10,000	0.00			
72	PW-Streets	Trillium Awards Program - Reception	8,000	0.00			
73B	C & R-HS	Hamilton-Scourge Project	25,000	0.50	P	F	
75	PW-Streets	Sanitation - Statutory Holidays	70,000	0.00			
77	PW-Streets	Leaf Pick Up	20,900	0.75	P	F	
78	Traffic	Combine Driveway Control Officer/Legislative Technologist	46,870	1.00	P	V	
79B	PW-Parks	Eliminate Dundurn Park Aviary	38,000	0.00			
82B	Clerks	Reduce Hours/Advertising & Promotion - Farmer's Market	5,250	0.00			
85	PW-Streets	Winter Stand-By	60,000	0.00			
86	Corporate	Contingency	100,000	0.00			
87.1	Building	Delay Hiring - Inspections and Plan Examination	220,970	6.00	P	V	
88	Property	Decrease Use Of A/C,Ventilation, and Heating - City Hall	12,300	0.00			
88.1	Building	Delay Hiring Of 2 Building Inspectors	118,610	2.00	P	V	
89	C & R-Rec	Huntington Park Recreation Centre - Salary Reductions	102,700	0.00			
90	Planning	Planner 3 "Urban Design"	54,400	1.00	P	V	
91	PW-Cemetery	Temporary Labourer	16,350	0.00			
92	PW-Parks	Administration	7,500	0.00			
93	PW-Streets	Uniforms & Clothing	104,330	0.00			
94	Treasury	One Full-Time Staff - Vacant Position - Accounting	40,000	1.00	P	V	
95	Corporate	Parking Subsidy	50,000	0.00			
	Legislative	Reduction Of Legislative Budget - Car Pool	26,020				
	Legislative	Reduction Of Legislative Budget to 3.9% Increase	65,000				
	Corporate	Global Reduction In Total City Estimates	111,000	1.00	P	V	
		Total Non-Funded Packages	2,574,890	26.58			

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Expension Packages Non Funded							
EXP2	Corporate	Mayor's Youth Advisory Committee -Operating Budget	3,650				
EXP4	Traffic	Administrative Clerk For School Traffic	22,140	1.00	P	V	
			25,790				

Department Abbreviation :

Property	Property - Building Operations & Maintenance
Prop-Real	Property Estate Division
Corporate	Financials/Other Corporate Issues
Treasury	Treasury Department
C & R-Rec	Culture & Recreation - Recreation
C & R-HS	Culture & Recreation - Historic Sites
C & R-HSP	Culture & Recreation - Hamilton-Scourge Project
PW - Cemetery	Public Works - Cemetery Division
PW - Streets	Public Works - Streets & Sanitation Div.
PW - Parks	Public Works - Parks Division
Planning	Planning - By Region

1992 TRAFFIC DEPARTMENT PERFORMANCE BUDGET

INTRODUCTION

This document represents the proposed 1992 funding for Traffic Department **outside activities (traffic signals, signs, roadway markings, parking meters) and counts and studies** using Maintenance Management or Performance Budget concepts. The Performance Budget concept indicates the relationship between service levels provided and the costs of providing individual services. The Performance Budget is a valuable tool for decision making in terms of providing information which permits the rationalization of the funding requirements for services, and the effective monitoring and control of the costs to provide these services.

This Performance Budget provides greater detail of expenditures for operations centre activities found in Worksheet No. 1, under account centres 75121 through 75915, Maintenance Operations.

ADVANTAGES OF PERFORMANCE (MAINTENANCE MANAGEMENT) BUDGET

1) Provides the best information for decision making at all levels of management.
2) Measures of Accomplishment - at any point in time: "Actual" versus "Planned" quantities of work completed can be reviewed.
3) Measures of Unit cost (in dollars per unit) - cost trends can be determined by activity and less expensive methods of performing work can be investigated.
4) Direct productivity measures such as manhours/unit are available to analyze activities.

Information is provided for each group of activities on the left-hand page and the right-hand page as follows:

LEFT-HAND PAGE:

The left-hand page describes the following aspects concerning the activities:

OBJECTIVE - of the group of activities
FUNCTIONS PERFORMED - the nature and extent of the services provided (where applicable)
SERVICE LEVEL PROVIDED - the types and degree of the service provided
COST/PERFORMANCE IMPROVEMENTS - overview of measure being implemented to improve cost and performance

RIGHT-HAND PAGE:

The right-hand page details the cost to provide the levels of service as functional grouping of those detailed on the left-hand page. Also included are the previous year's projected and budgeted costs. The following cost categories are included for Operations and for Counts and Studies activities:

MEASURE - the unit of measure for providing the service
MAN HOURS - the number of manhours to provide the service
LABOUR - total labour cost at current rental hourly rates
V/E RENTALS - the vehicle/equipment cost to provide services
MATERIAL - the material or operating supply costs for the service
CONTRACTUAL - the cost of services contracted to others
ESTIMATE - the total cost of providing the service

1992 TRAFFIC DEPARTMENT PERFORMANCE BUDGET

TRAFFIC SIGNAL MAINTENANCE

OBJECTIVE

The major objective for traffic signal maintenance and the maintenance control devices is to keep all equipment in proper working order at all times.

SERVICE LEVEL GOALS

IMMEDIATE ACTION TO REPAIR:

1. Any defective signal or lighting display or seriously obscured or dirty signal indications.
2. Any failure of a traffic signal controller resulting in a stuck or abnormal signal indication.
3. Any defects in the system which controls the relationship between traffic signals.
4. Physical damage to poles, support arms, signal heads or other equipment; where damage constitutes a physical hazard, impairs the functioning of the signal or results in serious misalignment of the signal display.

REGULARLY SCHEDULED PREVENTATIVE MAINTENANCE TO ACHIEVE:

1. The annual overhaul of all electro-mechanical controller mechanisms.
2. The annual inspection of all solid state controllers.
3. The annual testing of conflict monitors.
4. The annual replacement of all traffic control device lamp bulbs except vehicle amber bulbs.
5. The replacement of all vehicle signal amber indication bulbs every second year.
6. The annual visual inspection of all signal hardware, including overhead cable, bonding, handholes and junction boxes; signal arms, hangers, doors and backboards.
7. The regular inspection of signal equipment and features such as traffic signal night flash operation, vehicle gates, vehicle-actuated controllers, traffic progression and changeable message signs.
8. Maintenance, as required, to expeditiously correct all faults not of an of electrically operated traffic emergency nature such as:
   - lightly soiled, damaged or obscured signal heads, visors and/or backboards;
   - cable or wiring which is not fully secured or showing wear;
   - defective signal head hanger units;
   - poles and mast arms which require painting or cleaning;
   - concrete structures which may be weak or failing.

COST/PERFORMANCE IMPROVEMENTS

Solid state equipment is being substituted for electro-mechanical equipment to provide signal operation better tailored to traffic demands, and lower costs. Trouble calls to traffic signals and electrical devices are analyzed to determine:

a) repeated types of failures susceptible to correction by changes to preventive maintenance procedures
b) sources of failures susceptible to correction by improvements in equipment selection
c) sources of failures susceptible to correction by quality control improvements.

Where practicable, damaged equipment is refurbished and recycled.

Staff training programs are being undertaken to improve staff skill levels, in keeping with the increasing complexity of new equipment. Modern diagnostic equipment is being provided for staff in order to minimize the consequences of equipment failure.

1992 TRAFFIC DEPARTMENT PERFORMANCE BUDGET

TRAFFIC SIGNAL MAINTENANCE - COST CENTRE 75220

A Description	B Units	C Measure	D Manhours	E Labour	F V/E Rental	G Material	H Contract	I (E TO H) 1992	1991 Actual	1991 Budget
Trouble Call-Lamp	1	Call	3	73	18	0	0	92	73	243
Trouble Call-Signal Other	4	Call	13	389	100	542	0	1,032	818	2,276
Trouble Call Sign Lights & Elect.	2	Call	2	66	25	0	0	91	67	73
Traffic Signal Repairs	12	Location	133	3,916	1,386	10,563	355	16,219	11,081	7,150
Sign Lights Repairs	1	Location	1	29	0	0	0	29	0	88
Timing Changes	4	Location	4	103	22	0	0	125	38	31
Annual Service - Controllers	17	Location	27	779	167	3,199	0	4,145	3,894	4,179
Annual Service - Signals	20	Location	50	1,462	688	758	0	2,908	2,296	2,255
Annual Service - Sign Lights	1	Location	3	88	0	0	0	88	0	768
Special Inspections	13	Man-Hours	13	375	44	0	0	418	461	254
New Flashers	0	Man-Hours	0	0	0	0	0	0	0	0
Vandalism	2	Man-Hours	2	66	0	0	0	66	0	367
Total For This Activity Group			250	7,347	2,450	15,063	355	25,214	18,728	17,684
						Plus Standby And Foreman Callout		3,390	3,120	3,120
						Light And Power		13,110	9,170	9,170
					Total Budget Amount			41,714	31,018	29,974
					Difference (1992-1991)			11,740		
					% Change			39.2%		

CAPITAL BUDGET ASSUMPTIONS AND NOTATIONS

Assumptions

The figures presented in these schedules are based on the following assumptions:

Population	- Increase per annum	.50 percent
Assessment	- Increase per annum	.50 percent
Tax Levy	- Increase per annum Municipal	3.00 percent
Interest Rates	- Other Municipal Projects	9.50 percent
Term of Debentures	- Municipal Projects - 1991 & Prior	10 years
	- Municipal Projects - 1992 & After - 50%	10 years
	- Municipal Projects - 1992 & After - 50%	15 years

Notations:

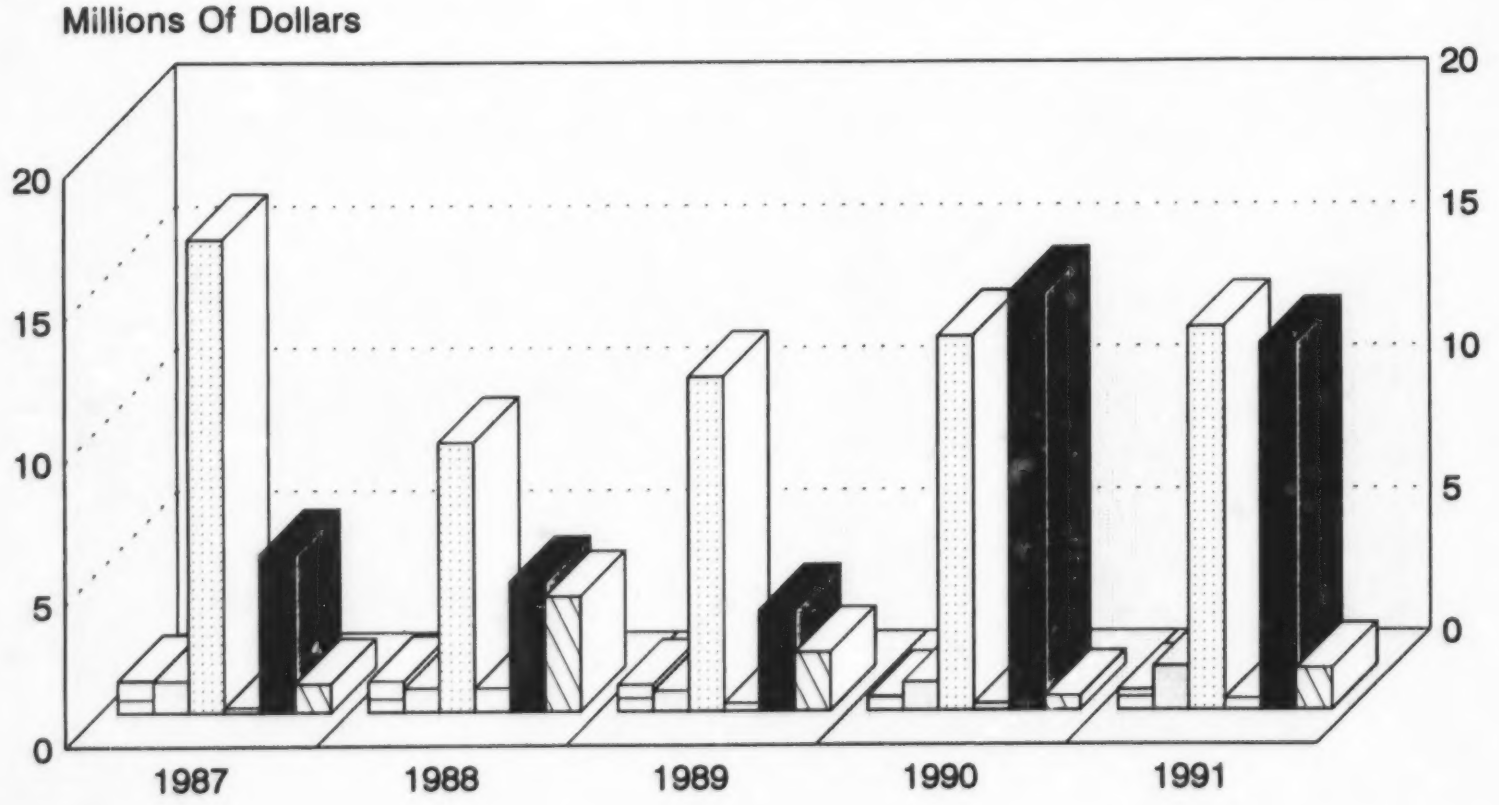
(1) The intended scheduling of all projects along with requesting authorization for approval of the Ontario Municipal Board is shown in Columns under "Project - Start/Finish".

(2) Notations on Subsidies or Other Receipts -

CF	Current Fund
CL	Capital Levy
COM	Commutation
DC	Debt Charges
DEB	Debenture
F	Federal Contribution
LS	Land Sale
NPH	Non-Profit Housing
ONT HYD	Ontario Hydro
OR	Other Revenue Source
P	Provincial Contribution
PS	Public Subscription
RCP	Reserve for Capital Projects - General
RCP-C	Reserve for Capital Projects - Central Utilities Plant
RCP-H	Reserve for Capital Projects - Hamilton Entertainment Convention Facilities Inc. (H.E.C.F.I.)
RCP-L	Reserve for Capital Projects - Library
RHW	Region of Hamilton-Wentworth
R-NPH	Recoverable from Municipal Non-Profit (Hamilton) Housing Corporation
ROSP	Reserve for Off-Street Parking
RPL	Reserve for Park Land - 5% Land Dedication
RPP	Reserve for Property Purchase
RS	Roadway Subsidy
RSTUL	Reserve for Services Through Unsubdivided Land
RTS-CC	Reserve for Ticket Surcharge - Copps Coliseum (H.E.C.F.I.)
RTS-HP	Reserve for Ticket Surcharge - Hamilton Place (H.E.C.F.I.)
UF	Users' Fees

CITY OF HAMILTON

ACTUAL CAPITAL EXPENDITURES BY CLASSIFICATION
1987 - 1991



GLOSSARY OF TERMS

Accrual Basis of Accounting

The basis under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefit received, notwithstanding that the receipt of the revenue or the payment of expenditure may take place, in whole or part, in another accounting period.

Adjusted Municipal Levy

Consists of the general municipal levy, supplementary taxes, payments-in-lieu of taxes, and receipts from telephone and telegraph companies.

Appropriation

This is an allocation of funds, authorized by City Council and/or the Ontario Municipal Board which is used as an authorized cost for an object of expenditure, a department or a project. This term is also used to identify the authorized revenue to be recovered for an object or a project.

Assessment

The official dollar value of a property, as determined by the local Provincial Assessment Office, is calculated by taking a certain percentage of the market value of the said property for taxation purposes.

Assessment Roll

With real property, the official list provided by the local Provincial Assessment Office containing the legal description of each parcel of property and its assessed valuation along with the school support (public or separate), and the owner's name and address. With business property, the assessment roll is the official list containing the name

Assessment Roll - Cont'd.

and address of the owner and the nature of the business, school support, and its assessed value.

Business Assessment

An assessment computed as a percentage of the realty assessment of that real property. The percentage varies based on the nature of the business.

Capital Budget

A plan of the capital projects to be undertaken during a specified period, together with the method of financing.

Capital General Contingency

A reserve set aside against unforseen increases in capital project costs or consideration of new projects by Council, without the necessity of reducing or deleting some other project.

Capital Levy

A provision made in the current budget which can be applied as a cash payment to a capital project (Pay-as-you-go), thus eliminating the necessity of issuing debentures to finance the project resulting in the saving of the interest factor. Prior to 1992 the levy was 6 Mills, which was reduced to 4 Mills in 1992.

Capital Project

Any major expenditure (at least $100,000 or more) incurred for municipal purposes, the benefit of which would last several years, can be treated as a capital project.

GLOSSARY OF TERMS

Contingency
A provision within the Current Budget set aside against unforseen expense.

Consolidated Expenditure
Net total expenditure of the Revenue Fund, Capital Fund and Reserve Fund.

Consolidated Revenue
Net total revenue of the Revenue Fund, Capital Fund and Reserve Fund.

C.P.I. - Consumer Price Index
An indicator of changes in consumer prices, as monitored by Statistics Canada.

Current Budget
Could be referred to as the operating budget, indicating the amount to be expended in a particular year to provide the necessary services to operate the City. The current budget also includes the amount of revenue to be received in the year for service charges, grants and subsidies from the Provincial government, together with the amount to be levied against the taxpayer.

Current Budget Management Team Sub-Committee (C.B.M.T.S.C.)
A sub-committee of Management Team created to review, monitor, prioritize and evolve the current budget with recommendations to Management Team.

Debenture
An obligation resulting from the borrowing of money for the purpose of financing specific Capital projects, amortized over ten to twenty years.

Debenture Principal & Interest
A partial payment of an original amount borrowed plus interest, based on the outstanding balance of the loan (also referred to as debt charges).

Debt Charges
the term "debt charges" is used in reference to the annual amount of principal and interest which must be paid each year to retire the debentures issued to finance a capital project.

Debt Charges-to-Adjusted Levy
the relationship of debt charges as a percentage of adjusted levy. The City has a self-imposed guideline that debt charges should not exceed 11.85% of the adjusted levy for the first 5 years of the 1992-2001 Capital Budget (The City's established policy is 12.5%).

Downsizing
Streamlining services/programs to establish the appropriate city staffing levels to ensure efficient and effective operations. Downsizing could involve reorganizations.

GLOSSARY OF TERMS

Equalization Factor

This is a predetermined number used to convert rateable assessment to equalized assessment for equitable distribution of Provincial grants. Each municipality has a different number used for the equalization factor which shall be published in the Ontario Gazette in each year not later than the 15th day of July.

Estimate

This refers to the approved current operating budget of a specific city account (revenue or expenditure).

Expenditure

The actual amount spent on a particular account or a project.

F.T.E. - Full Time Equivalent

The translation of staff positions (full or part-time) to the equivalent of 1 full time positions on the basis of working annually 2,080 hours.

Fund

Resources which are designated for specific purposes and are thus segregated from all other resources, and access to the fund is restricted to applications which meet the purpose of the fund.

"Hard" and "Soft" Services

Hard services are infrastructure expenditures such as roads, sidewalks, fire, buildings, etc., and soft services are mainly cultural, recreational, and administrative (Clerk's, Treasury, Law) type expenditures.

H.E.C.F.I. (Hamilton Entertainment and Convention Facilities Inc.)

A Local Board of the City of Hamilton, incorporated by a special Act of the Province of Ontario, which oversees the operations of the Hamilton Convention Centre, Hamilton Place and Copps Coliseum.

H.S.P.C.A.

Hamilton Society for the Prevention of Cruelty to Animals.

Levy

Taxes collected for City, Region and education purposes. The City Levy is the amount required for city purposes including the sums required for all Local Boards under the city's jurisdiction.

Local Board

A board, commission, committee, body or local authority established or exercising any power or authority with respect to any of the affairs or purposes of the municipality ie: Hamilton Parking Authority, Hamilton Public Library Board.

Long-Term Debt

See "Debenture".

Maintenance Budget

A current budget whereby the cost to maintain the same level of programs/services as in the prior year are increased by the rate of inflation and other related increased costs of service.

GLOSSARY OF TERMS

Management Team

Includes City Department Heads and Managers of Local Boards who meet regularly to discuss civic issues/concerns including review of Committee reports and presentation of the annual Current and Capital budgets to Council.

Mill

Term used by municipalities to calculate the levy to be imposed upon a taxpayer depending upon the assessed value of the property. The value of one non-residential assessment can be determined by adding 85% of residential assessment to non-residential assessment and dividing this total by one thousand. The value of one residential assessment can be determined by dividing the value of non-residential assessment by 85%.

ie: 1992 Residential Assessment

$588,965,283 x 85%	=	$500,620,491
1992 Non-Residential Assessment	=	416,643,017
		$917,263,508
Value of one Non-Residential Mill (1992)		
= $917,263,508 + 1,000	=	$91,726,351
Value of one Residential Mill (1992)		
= $91,726,351 + .85	=	$1,079,134

Mill Rate

See "Tax Rate".

Modified Program Budgeting

Budgeting that involves determining the costs of services on a per program basis.

Non-Funded Packages

Those service/program packages developed through departments and Management Team which were agreed to be not funded by the Committee of The Whole.

O.M.B. - Ontario Municipal Board

A Board of the Province given jurisdiction and power in relation to municipal affairs, including approving borrowing, approval of certain by-laws, land use and supervising certain expenditures.

Ontario Conditional Grants

Provincial grants on specific types of current expenditures.

Ontario Unconditional Grants

Provincial grants based on various factors including households, equalization factor, provincial standard, levies and assessments. These grants assist the municipality for costs incurred in supplying services to its residents.

Operating Budget

See "Current Budget".

"Pay-As-You-Go"

The policy of defraying a portion of the cost of Capital projects through the Current Budget by way of the Capital Levy instead of issuing long-term debentures.

GLOSSARY OF TERMS

Payment-In-Lieu of Tax

Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

Provincial Equalization Factor

A factor calculated by the province to ensure that the assessment of rateable (taxable) properties of all municipalities are equalized so that costs may be apportioned and grants provided on a basis which is just and equitable between municipalities throughout the Province.

Rateable Assessment

See "Taxable Assessment".

Reserve

A reserve is an allocation of net revenue which does not relate to any specific asset, and cannot have a revenue or an expense of itself. A reserve may be established for a predetermined purpose and applied for that purpose.

Reserve Fund

Reserve funds differ from reserves in that reserve fund assets are segregated from other assets and access to the fund is restricted to applications which meet the purpose of the fund.

Revenue

Amounts received by a municipality either through surplus from prior year, collection of taxes, user fees, and other revenues (encompassing Ontario grants, payments-in-lieu of taxes, reserves, and other financial accounts), which are used to balance the expenditure requirements for the year.

"Rightsizing"

See "Downsizing".

Self-Sustaining Municipal Services

Revenue is not raised through property taxation but on a user fee basis.

Special Assessment

A compulsory levy made by a local government against certain properties to defray part or all of the cost of a specific improvement or service which is presumed to be of general benefit to the public and of special benefit to such property.

Standing Committee

Reporting to City Council, Standing Committees are operational Committees through which Departments and Local Boards report on various civic issues and policies.

Supplementary Assessment

Additional taxation revenue received as a result of new developments and/or alterations/additions to existing properties which is added to the tax roll for part of the year and consolidated in the next year's tax roll.

GLOSSARY OF TERMS

Surplus From Previous Year (Carried Forward Surplus)

A current budget revenue source which is determined by the amount of excess revenue over expenditure carried forward from the previous year's current operations.

Taxable Assessment

Value placed on property for which a mill rate is applied for purposes of determining property taxes. The method of determining taxable assessment is the same within each municipality, but each is based on different factors. Hamilton's assessment for 1992 taxation is based upon 1975 market values.

Tax Levy

The net total expenditures of the current operating budget which has to be raised through property taxation.

Tax Rate

The rate per $1,000 of taxable realty and business assessment which is applied by the municipality in order to generate the taxation revenue required for the current years' operations.

User Fees

Any payment made by either an individual or a group to a municipality for the provision of a particular good or service, and includes licences, permits, and fees for recreational/cultural services.